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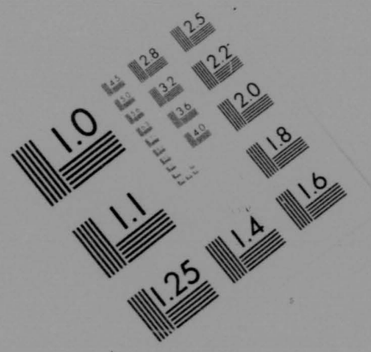

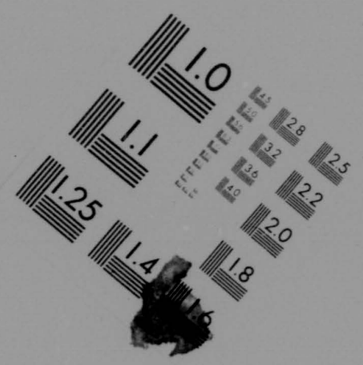

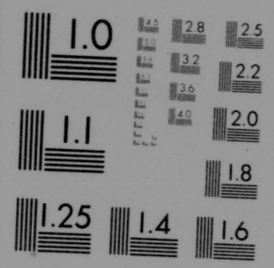

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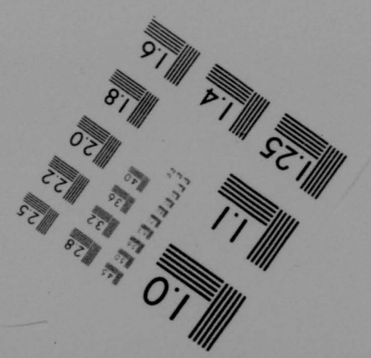

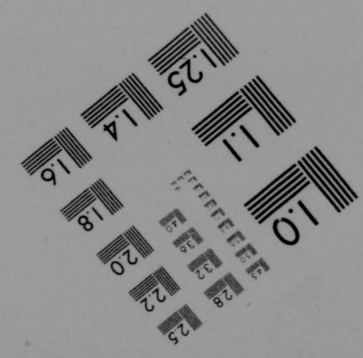

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Prepared by
LOGISTICS PLANNING BRANCH
Air Services Division
AC/AS, M&S

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E N C L O S U R E

LOGISTICAL PLAN FOR SUPPORT OF AN AIR FORCE DEPLOYED IN THE VICINITY OF PETROPAVLOVSK ON THE KAMCHATKA PENINSULA

THE PROBLEM

1. To develop a logistical plan to support the following combat organizations deployed, at an unstated time, in the vicinity of Petropavlovsk on the Kamchatka Peninsula:

1 wing B-29's	B-29	(4 groups, 30 aircraft per group plus 15 reserve aircraft per group)
2 fighter groups	P-47	(defensive role)
2 squadrons night fighters	P-61	
1 squadron Troop Carrier	C-47	(for local transportation)

SUMMARY OF REQUIREMENTS

2. Personnel

a. AAF Combat Units	11,989
b. AAF Service Units (less Avn. Engrs.)	11,250
c. Avn. Engr. Units	9,086
d. ASF Units	10,898
e. AAA Units	20,410
TOTAL	63,633

3. Tonnages	L/T	GALLONS
a. Organizational Equipment	51,398	
b. 30-day Maintenance	41,381	
c. Avgas per month (maximum)		9,000,000
d. Total Construction Materials	136,950	

4. ATC Requirements: 15 aircraft making 55 round trips per month

5. Construction - The major item is, of course, the five (5) airfields. They can be built, assuming the most favorable weather conditions, by ten (10)

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Aviation Engineer Battalions working six (6) months.

6. Weather - From a logistical (construction) viewpoint, May to October inclusive are the best months, with July, August and September the best three (3) months.

CONCLUSIONS

7. A complete and firm logistical plan to cover the support of the combat groups listed is impossible at this time for two (2) reasons:

a. The proposed timing of the operation under consideration is unknown both as to time of year, and as to correlation with other operations in the Pacific.

b. Information on the physical features of the Peninsula is too meager.

8. The adverse weather conditions will be the major and controlling factor from a logistics standpoint, and an exhaustive inquiry should be made into this question before plans are firmed.

9. The port capacity of the Petropavlovsk area (Avacha Bay) is adequate to receive the garrison force with necessary supplies and equipment during the period from May through December.

10. Tonnage requirements for maintenance and Lend-Lease cargo slightly exceed the port capacity during the months January through April. However, improvements in the port facilities can be made to meet requirements.

11. The road and railroad facilities from the port area are adequate to move supplies and equipment inland. (See par 31 b (5).)

12. Priority is necessary to ensure unloading of all supplies and equipment, and clearance from the port area by road and railroad.

13. If the operation begins on 1 May, the necessary construction of airfields can be accomplished in six (6) months.

ASSUMPTIONS

14. The entire establishment will be under AAF Command.

15. No enemy action, other than air attacks, will occur; and a friendly

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attitude on the part of the inhabitants of the peninsula will be encountered. Consequently, the only defense necessary will be air defense.

16. All supply, except for certain high priority items to be handled by ATC, will be by water from the U.S. or Alaska.

17. It is assumed that the question of availability of service units required to support the combat units, as well as the availability of the combat groups themselves, is beyond the scope of this logistical plan. This assumption is necessary as the basic request from Air Plans makes no mention of time or phasing with regard to other operations which might be going on at the same time.

18. Supply levels will be as existing in the Central Pacific Theatre (assumed in this plan to be ninety (90) days) to be built up between D-Day and D plus 120. Two (2) weeks' supply of Avgas in drums will go in immediately after D-Day, remainder in bulk. Thereafter, thirty (30) days maintenance will go in each month, with Avgas continuing to be supplied at a rate of 9,000,000 gallons per month.

19. Based on information received from A-4, XX Air Force (Lt. Col. Searle), 150 tons per month average will be flown in. This does not include engines. Engines will be moved in by fast boat.

20. It is assumed, based on information received in the Office of the Ass't. Chief of Staff, War Department, G-2, that the railway connecting Petropavlovsk and Bolsheretsk is operating and will continue to operate under Russian control. G-2 further stated, however, that OSS is in possession of conflicting information.

21. All units will assist in unloading their own organizational equipment.

22. All signal communication facilities will be provided, installed and operated by the AAF except within the ASF Depot and Port Area, where the ASF will be responsible.

23. No consideration is given in this plan to any Navy facilities or requirements.

24. All aircraft can be flown to destination via Alaska and the Aleutian Islands.

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LIST OF APPENDICES

25. The maps, charts, and tables forming the appendices to the Enclosure are as follows:

a. Appendix "A" consists of a topographic map showing the approximate distribution of all units to be deployed. The exact location of them in the field is a tactical matter. The locations of the airfields have been made in accordance with the most reliable terrain information. The location of supply, maintenance and depot installations has been made to take advantage of the known existing lines of communication and port facilities. Those units which are not specifically located thereon have been listed as an aid in the tactical planning of the operation and also to present a complete picture of the total garrison.

b. Appendix "B" consists of two (2) Personnel and Tonnage charts, one for AAF and AAA Units, and the other for ASF Units. The necessary tonnages of all classes of supply to implement and support the proposed operation are listed. Figures in parentheses in column 12 indicate the weight of organizational equipment and are included in the larger figure in the same column. Footnotes (1) and (2) explain the added requirements for Avgas resulting from increased sortie rates. Footnote (3) indicates the necessary Detachment to be placed on detached service with the ASF in the port to facilitate unloading, identity and segregation of Air Force technical supplies. This detachment will furnish liaison with ASF Headquarters and coordinate all matters of supply between the ASF and AAF.

c. Appendic "C" is an Organizational and Supply Procedure chart to which the following notes are explanatory:

(1) The Deputy for Administration will supervise and coordinate the ASF Port Area Command and the AAF Depot, and is thus visualized in lieu of a standard Air Service Command set-up.

(2) Class 3 and 3A supplies will be pumped from ship to shore tanks, thence by pipeline to fuel-heads located at or near airfields.

(3) All Engineer Construction materials will move directly from ASF Depot via railroad and road to the vicinity of the airfields.

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(4) All other classes of supply including those for Aviation Engineers and AAF Units will go via the AAF Depot to breakdown point within the air forces' operational area.

(5) AAF will haul by truck forward of its own depot.

d. Appendix "D" consists of four (4) annexes which show the requirements for Signal Communications, AACS, and Air Defense.

e. Appendix "E" consists of "General Climatic Information Guide #78" and Tables 29, 30, 31, and 32 indicating Weather data for the area under discussion.

DISCUSSION

26. Agencies Consulted in Formulating This Plan

In the formulation of this logistical plan, the following agencies of the War Department were consulted:

WDGS, G-2

Plans and Policies Division, Theatre Branch, ASF

Special Assistant for Anti-Aircraft, AAF

Traffic Division, M&S, AAF

Air Transport Command

Petroleum Branch, Air Services Div., M&S, AAF

The Air Engineer

Air Ordnance Officer

Air Communications Officer

Weather Division, OC&R, AAF

Fighter and Air Defense Branch, Req'ts. Div., OC&R, AAF

A-4, XX Air Force

27. Construction

a. In general, the whole Kamchatka Peninsula is rugged and mountainous, offering few favorable sites for basing Long-range aircraft. Information concerning the peninsula is meager and it is not possible to definitely locate airfields with any degree of certainty. However, general terrain descriptions are available and have been used herein as a basis for location of possible strips.

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b. Due to logistic implications, the airfields on this peninsula must be located within supporting distance of Kamchatka's only major port of Petropavlovsk. With this as a limiting factor, sites for the four (4) operational strips were chosen in the vicinity of Bolsheretsk, a small village about 100 road miles from Petropavlovsk (west). The depot field has been located near the port. Approximate locations have been indicated on the attached map.

c. It is possible that alternate sites for some of the operational strips can be located in the vicinity of the depot field. Three "large" airfields have been reported in the vicinity of Petropavlovsk, but due to meager and inconclusive information on the airfields as well as on the surrounding topography these sites have not been chosen in this report. If such sites exist near Petropavlovsk, the logistic problem will, of course, be lessened.

d. Construction of airfields will be difficult due principally to weather conditions. Although total precipitation is not great near Bolsheretsk (16 inches annually) the number of days with some precipitation is great (134 days per year). Only three months of the year, July through September, are snow free and in only six months of the year, May through October, is the average temperature above the freezing point. Since heavy snow could block runways and hamper operations, consideration must be given to providing each airfield with snow-removal equipment. The equipment will be used only intermittently, and it is not contemplated that a special service unit will be required for its operation. The Aviation Engineer should be able to provide operators when needed.

e. Construction materials are ample in the form of sand and gravel.

f. It is not possible to accurately predict construction time in Kamchatka for two reasons: first, because detailed terrain, soil and weather data is not available, and second, because there is little information available on the subject of airfield construction on permanently frozen or partially frozen ground. However, for this project, it is estimated that it will require ten (10) Engineer Aviation Battalions six (6) months to complete the construction of the airfields.

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g. Following is a tabulation of the construction materials required for this operation. These tonnages include facilities for ASF, AAF, and AAA:

ITEM	SHORT TON	LONG TON	SHIP TON
Housing, Mess & Recreation	45,400	40,500	62,500
Warehousing	14,280	12,750	18,000
Office Buildings	8,930	7,970	11,600
Steel Mat	49,070	43,800	21,697
Hangars	2,655	2,370	2,140
Gasoline Storage(Bulk for 105 days)	8,370	7,470	10,370
Gasoline Pipe Line (4")	1,400	1,250	2,150
Latrines & Bathhouses	4,370	3,900	6,050
Hospitals	8,975	8,010	11,280
Miscellaneous	10,000	8,930	10,000
TOTALS	153,450	136,950	155,697

h. The ASF are responsible for all construction at or near the port and the AAF is responsible for all construction at the airfields, including that required by AAA Troops. The ASF will install such bulk gas storage tanks as are necessary at the port, and will install and maintain a 4" pipeline from this tank farm to the vicinity of the airfields.

28. Signal Plan

a. Basis

(1) The Signal Plan is based on conferences held by Lt. Colonel S. Gadler of the Strategic Logistics Section with Colonel Sam Mundell and Major Luman Gaddis of Air Communications Office, Colonel Floyd Wood of Weather Division, OC&R, and Captain Lowell Cox, Air Defense, OC&R representing Lt. Colonel Aubrey Fletcher.

(2) The requirements for signal communication have been based upon the establishment of a Headquarters, AAF at Petropavlovsk with a forward echelon at Bolsheretsk.

(3) Army Ground Forces and Naval Communications have not been considered in the plan.

b. Discussion

(1) Air Defense - Air Defense which includes adequate radar and fighter control and the necessary communication equipment integral with their organizations, will require the employment of one (1) Signal AW Bn. and one (1) Fighter Control Squadron.

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(2) AACS - The AACS requirements for Airways, Navigation Aids and Weather are shown in Annexes B and C.

(3) Signal Communication

(a) Main Command Point to Point

i A main command point to point radio teletype circuit to Headquarters, AAF Pacific Ocean Area (Annex A).

ii AACS point to point radio circuits to Chengtu, Guam and Adak (Annex A).

(b) Minor Communication Nets

i Command Net from AAF Headquarters at Petropavlovsk to advance Headquarters at Bolsheretsk

ii AACS Net from Petropavlovsk to Bolsheretsk

(c) T/E equipment of Signal Units assigned will furnish necessary communication between advance Headquarters at Bolsheretsk and air strips at Bolsheretsk.

(d) The Signal Construction Bn. provided is to be withdrawn upon completion of major wire installations on Kamchatka.

(e) CinCPOA should make necessary frequency assignments to Air Force Headquarters operating on Kamchatka.

(f) Total Signal personnel assigned to AAF operation on Kamchatka is shown in Annex D.

29. Weather

a. The attached Weather Guide #78, together with its tables, in Appendix E, contain data on the prevailing weather in the area under discussion. This information is summarized briefly in paragraph 27 d above. It appears from examination of the material in Appendix E that the most propitious time for the inauguration of this operation would be 1 May, and as indicated in paragraph 27 f, above, the necessary construction can be completed prior to the onset of cold weather and snow. This period of time is also most favorable from a port clearance point of view as indicated in paragraph 31, below. No consideration is given in this logistical plan to the effect of the weather on flying operations.

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30. A T C Requirements

a. It is estimated that fifteen (15) transport aircraft will be required to move

(1) Emergency Supply

(2) Replacement combat crews not ferrying their own aircraft

(3) Mail

(4) Transients

b. ATC contemplates that fifteen (15) planes will be capable of making fifty-five (55) round trips per month over the Alaskan routes.

c. ATC has stated that they are able to handle the ferrying of heavy bombers.

31. Shipping

a. Requirements of the Garrison Force

	Troop Lift	Long Tons	M.S.T.
(1) Tonnages			
Troop Lift (personnel)	63,633		
Organizational Equipment		51,398	239,693
Construction Materials		136,950	155,697
Maintenance with reserve to provide 90 days' level at the end of the 4th month		289,667	540,519
15 days drum gas		12,356	20,754
Total tonnage requirements, first 4 months	63,633	490,371	956,663

After D plus 120, the maintenance requirement will be 41,381 long tons (77,217 ship tons) per month.

(2) Aviation Gasoline:

Initial for first month	6,917,988 gallons
second month	7,973,994 gallons
third month	9,030,000 gallons
fourth month	9,030,000 gallons
fifth & each succeeding month	9,030,000 gallons

b. Discussion

(1) Avacha Bay, which is roughly circular in shape, and about 8

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miles in diameter, includes several coves and bays which are utilized for shipping purposes. Petropavlovsk fronts on Avacha Bay.

(2) The port capacity of Avacha Bay is approximately 171,000 long tons monthly from May through December, and 81,000 long tons monthly January through April. Installation of shore based unloading facilities at Rakovaya and Tavya (ports of Avacha Bay) would increase the above figures by 10% and 20% respectively.

(3) Avacha Bay is now handling 45,000 long tons of Lend-Lease cargo monthly.

(4) The port capacity of Avacha Bay for any four month period from May through December is approximately 684,000 long tons total. The total tonnage requirement for the garrison force, and maintenance to arrive prior to D plus 120 totals 490,371 long tons. Continuation of Lend-Lease at present levels would require 180,000 long tons during the same period, leaving only 13,629 long tons for U.S.S.R. traffic. During any of the months January through April, maintenance requirements amount to 41,381 long tons, and with the continuation of Lend-Lease (45,000 long tons) the capacity of the harbor would be slightly exceeded without any consideration of U.S.S.R. traffic.

(5) Port capacities exceed clearance capacities from the dock area. The motor road between PETROPAVLOVSK and BOLSHERETSK is understood to have a capacity of approximately 900 long tons daily. Available intelligence indicates there is also a narrow gauge railroad operating between these two points which may be counted upon for an additional 900 long tons daily. This results in a monthly clearance figure of 54,000 long tons. The table below shows how it is planned to clear the port of such organizational equipment, construction materials, and maintenance as is required forward of the port during the six-months' period it will require to construct the airfields. Even if the railroad does not exist, it is felt, based on reports received from the Planning Division, TC, ASF (Col. Stokes), that the existing road can be improved to carry at least 1,800 long tons per day. This plan provides an Engr. Avn. Bn. for just this job. Although the spring thaw may reduce the road capacity considerably, the excess of its capacity over requirements during other months, plus the device of stock-piling, will provide adequate clearance from the port.

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FLOW TABLE OF CLEARANCE FROM PORT BY ROAD AND RAILROAD

(Total Clearance Capacity; 54,000 L/T per Mo.)

Month	Units Passing Over Rd & RR	Personnel	30 days Maint LT	Orgn Equip LT	Constr Mat LT	Total LT
1st	All Avn Engrs	9,086				
	1/3 AAA Units	6,803				
	1/3 Fighter Units	1,219				
	1/3 AAF Serv Units (less B-29 Serv. Units)	2,637	9,872	20,210	16,440	46,522
2nd			5,329			
	1/3 AAA Units	6,803				
	1/3 Fighter Units	1,219				
	1/3 AAF Serv Units(less B-29 Serv Units)	2,637	15,201	7,010	16,440	38,651
3rd			5,329			
	Same as 2nd	10,659	20,530	7,010	16,440	43,980
4th	None	None	20,530	None	16,440	36,970
5th			1,589			
	3rd Echelon Support for B-29's plus B-29 Hq Units	3,178	22,119	3,055	16,440	41,614
6th			3,894			
	B-29 Squadrons	7,788	26,013	2,808	None	28,821
	TOTALS	41,370	114,265	40,093	82,200	236,558

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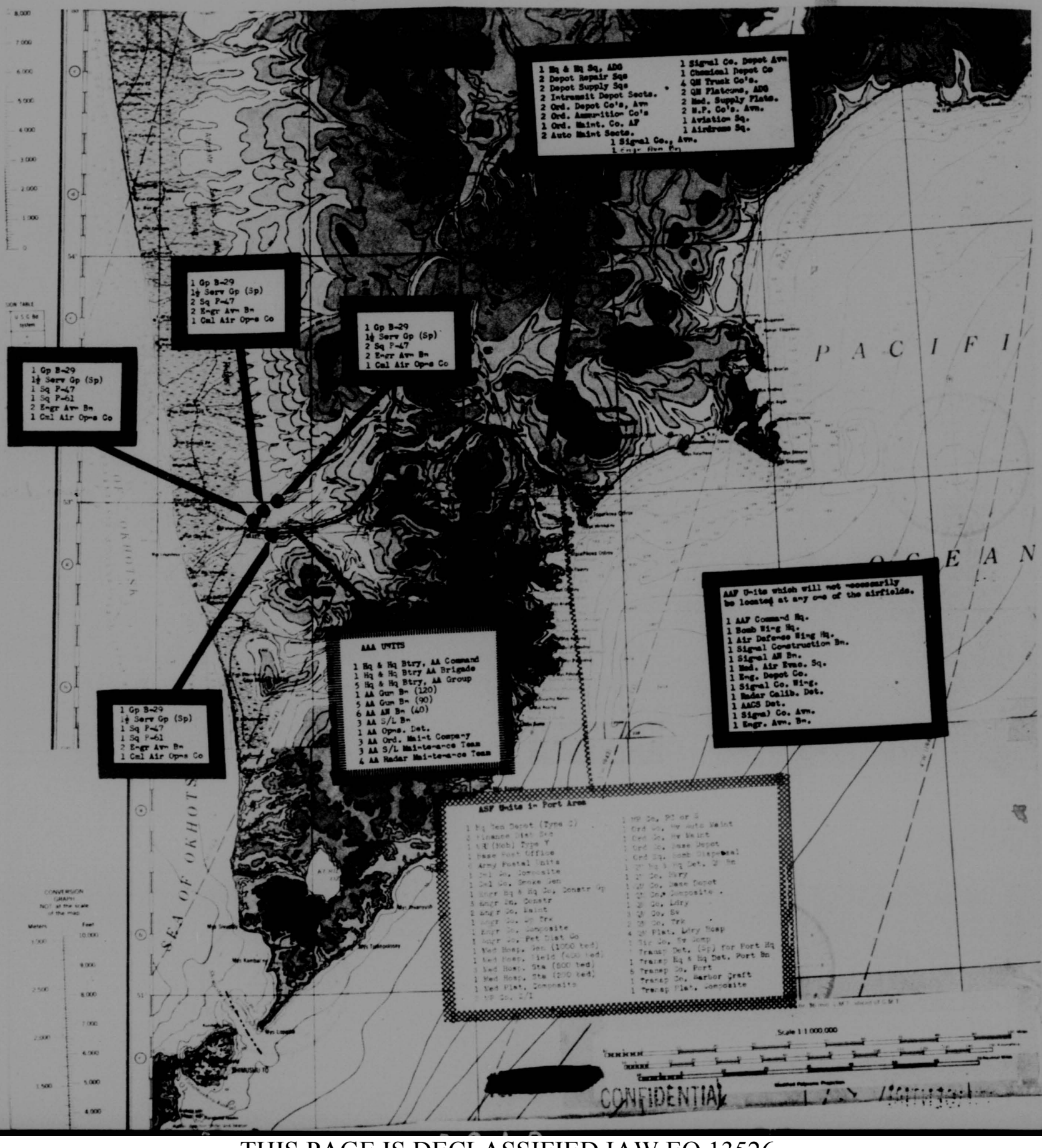

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APPENDIX B

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PERSONNEL AND TONNAGE REQUIREMENTS

For Garrison Forces in _____ Based on _____ [redacted] Copy __ of __

Line No	1 AAF & AAA TYPE UNIT / COMBAT UNITS	2 No of Units	3 Avail per Troop Basis	4 T/O	5 Type of Unit A/C	6 U E A/C	7 Agg T/O Strength	8 Planned No. of Units	9 Req No of Units Computed: Factor	9: No	10 Pers Req	11 A/C Dock Loaded	12 Initial Mvmt T/E + 60 Days Maint: L/T	12: MS/T	13 Class III A Grease & Oil 60 Days: L/T	13: MS/T	14 Class III-A Avn Gas in 55 Gal Drums 15 Days: L/T	14: MS/T	15 Class V Avn Amm 60 Days: L/T	15: MS/T	16 Agg Tonnage Initial Movement: L/T	16: MS/T	17 30 day Maint Class I, II, III, IIIE, V: L/T	17: MS/T	18 Class III A Grease & Oil 30 days: L/T	18: MS/T	19 Class V Avn Amm 30 days: L/T	19: MS/T	20 Agg 30 days Maintenance: L/T	20: MS/T
1	BOMB SQUADRON (VH) B-29	12		1-167			649	12			7788		10,548	33,804	1406	1620	9430	15,840	6144	7680	27,576	58,954	3834	7788	703	915 (1)	3,072	3840 (2)	7,669	12,443
2	NIGHT FIGHTER SQ P-61	2		1-67			291	2			582		268	2,934	346	394	311	522	800	960	2,319	4,170	291	582	170	197	400	160	861	939
3	FIGHTER SQ (SE) P-47	6		1-27			298	6			1788		2724	9324	46	54	2281	3831	144	108	5,195	13,317	894	1,788	23	27	72	54	989	1,869
4	TROOP CARRIER SQ C-47	1		1-317			345	1			345		490	1542	50	58	334	561	26	40	900	2,201	173	345	25	29	13	20	211	394
5	FIGHTER CONTROL SQ	1		1-47			246	1			246		407	1649							407	1,649	123	246					246	492
6	BOMB GROUP (VH) HQ	4		1-112			105	4			420		572	1732							572	1,792	210	420					210	420
7	FIGHTER GROUP HQ	2		1-12			98	2			196		262	810							262	810	98	134					98	136
8	BOMB WING (VH) HQ & HQ SQ	1		1-160-1			126	1			126		201	783							201	783	63	126					63	126
9	FIGHTER WING HQ & HQ SQ	1		1-550-1			241	1			241		315	962							315	962	121	241					121	241
10	AAF COMPOSITE COMMAND	1		1-800-1SQR			257	1			257		342	1025							342	1,925	129	257					129	257
11	**Total Combat Units**										11,989		16,717	54,515	1942	2136	12,356	20,754	7114	8148	39,089	85,553	5,996	11,989	921	1,068	3,557	4,074	10,597	17,377
12	**SERVICE UNITS**																													
13	AIR DEPOT GP, HQ & HQ SQ	1		1-852			171	1			171		276	971							276	971	89	171					89	177
14	DEPOT REPAIR SQ	2		1-857			340	2			680		1,128	3,716							1,128	3,716	340	680					340	680
15	INTRANSIT DEPOT SEC (Col. 4C)	2		1-858			55	2			110		872	5,434							872	5,434	55	110					55	110
16	DEPOT SUPPLY SQ	2		1-858			131	2			262		554	2,062							554	2,062	131	262					131	262
17	ORDNANCE CO DEPOT AVN	2		9-57			180	2			360		576	2,828							576	2,828	180	360					180	360
18	ORDNANCE AMM CO	2		9-17			179	2			358		570	1,798							570	1,798	179	358					179	358
19	AUTO MAINT SEC (Col. 4,9,10)	2		9-257			126	2			252		404	1,586							404	1,586	126	252					126	252
20	ORDNANCE MAINT CO AF	1		9-257			225	1			225		479	2,253							479	2,253	113	225					113	225
21	SIGNAL CO DEPOT AVN	1		11-287			189	1			189		311	1,163							311	1,163	95	189					95	189
22	SIGNAL CONST BN	1		11-65			437	1			437		1,334	4,466							1,334	4,466	219	437					219	437
23	SIGNAL AW BN	1		11-500			1,020	1			1,020		2,476	8,090							3,476	8,090	510	1,020					510	1,020
24	CHEMICAL DEPOT CO	1		3-418			82	1			82		151	867							151	867	41	82					41	82
25	QM TRUCK CO	4		10-517			102	4			408		1,528	10,028							1,528	10,028	204	408					204	408
26	QM PLATOON, AIR DEPOT GP	2		10-427			24	2			48		68	222							68	222	24	48					24	48
27	MEDICAL SUPPLY PLAT	2		8-497			22	2			44		52	149							52	149	22	44					22	44
28	SERVICE GP SEC, HQ & HQ SQ	7		1-457T			290	7			2,030		4,368	20,293							4,368	20,293	1,015	2,030					1,015	2,030
29	ENGINEERING SQ	7		1-457T			228	7			1,596		3,353	13,455							3,353	13,455	798	1,596					798	1,596
30	MATERIEL SQ	7		1-458T			140	7			980		1,854	6,821							1,854	6,821	490	980					490	980
31	AVIATION SQ	1		1-949			253	1			253		282	685							282	685	127	253					127	253
32	AIRDROME SQ	1		1-487T			273	1			273		444	1,681							444	1,681	137	273					137	273
33	MILITARY POLICE CO (AVN)	2		19-217			104	2			208		250	714							250	714	104	208					104	208
34	SIGNAL CO AVN	1		11-217			172	1			172		235	728							235	728	86	172					86	172
35	ENGINEER AVN BN	11		5-415			807	11			8,877		22,082	76,054							22,082	76,054	4,441	8,877					4,441	8,877
36	MEDICAL AIR EVACUATION SQ	1		8-447			92	1			92		112	504							113	504	46	92					46	92
37	CHEMICAL CO, AIR OPERATIONS	4		3-457			134	4			536		695	1,694							695	1,694	268	536					268	536
38	ENGINEER DEPOT CO	1		5-47			209	1			209		240	1,018							320	1,018	105	209					105	209
39	SIGNAL CO, WING	1		11-247			89	1			89		136	467							136	467	45	89					45	89
40	RADAR CALIBRATION DET	1		1-7-7			35	1			35		38	75							38	75	18	35					18	35
41	HQ & HQ BTRY AA COMMAND	1		44-115			125	1			125		159	423							159	423	63	125					63	125
42	HQ & HQ BTRY AAA BRIGADE	1		44-11-1			71	1			71		98	233							98	233	36	71					36	71
43	HQ & HQ BTRY AAA GROUPS	5		44-12			65	5			325		431	1,175							431	1,175	163	325					163	325
44	AAA GUN BN (90 mm)	1		44-115			1,266	1			1,266		2,214	5,607					440	354	2,653	5,961	633	1,266			220	172	853	1,438
45	AAA GUN BN (40 mm)	5		44-115			1,266	5			6,330		9,590	24,360					2660	2768	12,250	27,128	3,165	6,330			1,330	1,384	4,495	7,714
46	AAA AW BN (40 mm)	6		44-115			787	6			4,722		8,634	23,498					1216	2156	9,850	25,654	2,361	4,722			608	1,578	2,969	5,800
47	AAA S.L. BN	3		44-125			2,393	3			7,179		10,071	30,456					20	14	10,071	30,470	3,590	7,179			10	7	3,600	7,186
48	AA OPERATIONS DET	1		44-7			42	1			42		64	200							64	200	21	42					21	42
49	AA ORDNANCE MAINT CO	2		9-217			157	2			314		522	1832							522	1,832	156	314					156	314
50	RADAR MAINT TEAM (A)	3		11-617			5	3			15		52	171							52	171	8	15					8	15
51	RADAR MAINT TEAM (C)	3		11-617			4	3			12		54	189							54	189	6	12					6	12
52	SEARCHLIGHT MAINT TEAM	3		5-[illegible]			3	3			9		52	183							52	183	5	9					5	9
53	ARMY AIRWAYS COMM SYSTEM DET	1		MT			334	1			334		444	1544							444	1,544	167	334					167	334
54	**Total Service Units**										40,746		78,295	259,718																
55	**TOTAL REQUIREMENTS**										52,735		95,072	314,233	1842	2136	12,356	20,754	11,450	13,440	120,720	350,563	26,378	50,735	921	1,068	5,725	6,715	33,147	60,764

Notes:

(1) Computations based on D to D+30 Add 29,145 bbls Avn Gas and 180 L/T, 165 MS/T for D+30 to D+90 to provide for increased sorties on B-29. Add 50 286 bbls Avn Gas, 280 L/T and 326 MS/T for D+90 and beyond to provide for increase in sortie Rate of B-29

(2) Computations based on D to D+30 - Add 644 L/T and 768 MS/T for D+30 to D+90 to provide for increase in sortie rate on B-29. Add 1218 L/T and 880 MS/T for D+90 and beyond for increased sortie Rate

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prepared by LOGISTICS PLANNING BRANCH, ACAS, M&S 5 Nov 44

Revised

App B, A

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Chart No. ____ CONFIDENTIAL [redacted]

PERSONNEL AND TONNAGE REQUIREMENTS

For Garrison Forces in _____ Based on _____ [redacted] Copy ___ of ___

Line No	1 AAF & AAA TYPE UNIT COMBAT UNITS	2 No. of Units	3 Avail per Troop Basis	4 T/O	5 Type of Unit A/C	6 U E A/C	7 Agg T/O Strength	8 Planned No. of Units	9 Req No of Units Computed Factor	9 Req No of Units Computed No	10 Pers Req	11 A/C Deck Loaded	12 Initial Mvmt T/E + 60 Days Maint L/T	12 Initial Mvmt T/E + 60 Days Maint MS/T	13 Class III A Grease & Oil 60 Days L/T	13 Class III A Grease & Oil 60 Days MS/T	14 Class III-A Avn Gas in 55 Gal Drums 15 Days L/T	14 Class III-A Avn Gas in 55 Gal Drums 15 Days MS/T	15 Class V Avn. Amm 60 Days L/T	15 Class V Avn. Amm 60 Days MS/T	16 Agg Tonnage Initial Movement L/T	16 Agg Tonnage Initial Movement MS/T	17 30 day Maint. Class I, II, III, IIIE, V L/T	17 30 day Maint. Class I, II, III, IIIE, V MS/T	18 Class III A Grease & Oil 30 days L/T	18 Class III A Grease & Oil 30 days MS/T	19 Class V Avn Amm. 30 days L/T	19 Class V Avn Amm. 30 days MS/T	20 Agg 30 days Maintenance L/T	20 Agg 30 days Maintenance MS/T	21 Class III A Avn Gas in Gals 30 Days
1	Bomb Squadron (VH) B-29	12		1-167			649	12			7788		12,540	33,804	1406	1630	9430	15,840	6144	7680	27,576	58,954	3894	7788	703	815 (1)	3,072	3,840 (2)	7,669	12,443	5,299,988
2	Night Fighter Sq P-61	2		1-67			291	2			582		868	2,934	340	394	311	522	800	320	2,319	4,170	291	582	170	197	400	160	861	939	174,006
3	Fighter Sq (SE) P-47	6		1-27			298	6			1788		2724	9324	46	54	2281	3831	144	108	5,195	13,317	894	1,788	23	27	72	54	989	1,869	1,276,800
4	Troop Carrier Sq C-47	1		1-317			345	1			345		490	1542	50	58	334	561	26	40	900	2,201	173	345	25	29	13	20	211	394	187,194
5	Fighter Control Sq	1		1-47			246	1			246		407	1649							407	1,649	123	246					246	492	
6	Bomb Group (VH) Hq	4		1-112			105	4			420		572	1792							572	1,792	210	420					210	420	
7	Fighter Group Hq	2		1-12			98	2			196		262	810							262	810	98	196					98	196	
8	Bomb Wing (VH) Hq & Hq Sq	1		1-160-1			126	1			126		201	738							201	738	63	126					63	126	
9	Fighter Wing, Hq & Hq Sq	1		1-550-1			241	1			241		315	902							315	902	121	241					121	241	
10	AAF Composite Command	1		1-800-15R			257	1			257		342	1,025							342	1,025	129	257					129	257	
11	**Total Combat Units**										11,989		16,717	54,515	1842	2136	12,356	20,754	7114	8148	39,089	85,553	5,996	11,989	921	1,068	3,557	4,074	10,597	17,377	
12	**SERVICE UNITS**																														
13	Air Depot Gp, Hq & Hq Sq	1		1-852			177	1			177		276	971							276	971	89	177					89	177	
14	Depot Repair Sq	2		1-857			340	2			680		1,128	3,716							1,128	3,716	340	680					340	680	
15	Intransit Depot Sec (Col. 40)	2		1-858			55	2			110		872	5,434							872	5,434	55	110					55	110	
16	Depot Supply Sq	2		1-858			131	2			262		554	2,062							554	2,062	131	262					131	262	
17	Ordnance Co Depot Avn	2		9-57			180	2			360		576	2,828							576	2,828	180	360					180	360	
18	Ordnance Amm Co	2		9-17			179	2			358		570	1,798							570	1,798	179	358					179	358	
19	Auto Maint Sec (Col. 4,9,10)	2		9-257			126	2			252		404	1,586							404	1,586	126	252					126	252	
20	Ordnance Maint Co AF	1		9-257			225	1			225		473	2,253							473	2,253	113	225					113	225	
21	Signal Co Depot Avn	1		11-287			189	1			189		311	1,163							311	1,163	95	189					95	189	
22	Signal Const Bn	1		11-65			437	1			437		1,334	4,446							1,334	4,446	219	437					219	437	
23	Signal AW Bn	1		11-500			1,020	1			1,020		2,476	8,090							3,476	8,090	510	1,020					510	1,020	
24	Chemical Depot Co	1		3-418			82	1			82		151	867							151	867	41	82					41	82	
25	QM Truck Co	4		10-317			102	4			408		1,528	10,028							1,528	10,028	204	408					204	408	
26	QM Platoon, Air Depot Gp	2		10-427			24	2			48		68	222							68	222	24	48					24	48	
27	Medical Supply Plat	2		8-497			22	2			44		52	148							52	148	22	44					22	44	
28	Service Gp Spec, Hq & Bd Sq	7		1-452T			290	7			2,030		4,368	20,273							4,368	20,273	1,015	2,030					1,015	2,030	
29	Engineering Sq	7		1-457T			228	7			1,596		3,352	13,455							3,352	13,455	798	1,596					798	1,596	
30	Materiel Sq	7		1-458T			140	7			980		1,834	6,821							1,834	6,821	490	980					490	980	
31	Aviation Sq	1		1-999			253	1			253		282	695							282	695	127	253					127	253	
32	Airborne Sq	1		1-487T			273	1			273		446	1,681							446	1,681	137	273					137	273	
33	Military Police Co (Avn)	2		19-217			104	2			208		250	714							250	714	104	208					104	208	
34	Signal Co Avn	1		11-317			172	1			172		235	728							235	728	86	172					86	172	
35	Engineer Avn Bn	11		5-415			887	11			8,877		22,082	76,054							22,082	76,054	4,441	8,877					4,441	8,877	
36	Medical Air Evacuation Sq	1		8-447			92	1			92		113	504							113	504	46	92					46	92	
37	Chemical Co, Air Operations	4		3-457			134	4			536		695	1,634							695	1,694	268	536					268	536	
38	Engineer Depot Co	1		5-47			209	1			209		320	1,018							320	1,018	105	209					105	209	
39	Signal Co, Wire	1		11-247			89	1			89		136	467							136	467	45	89					45	89	
40	Radar Calibration Det	1		1-727			35	1			35		38	75							38	75	18	35					18	35	
41	Hq & Hq Btry AA Command	1		44-115			125	1			125		159	423							159	423	63	125					63	125	
42	Hq & Hq Btry AAA Brigade	1		44-10-1			71	1			71		98	293							98	293	36	71					36	71	
43	Hq & Hq Btry AAA Groups	5		44-12			65	5			325		431	1,175							431	1,175	163	325					163	325	
44	AAA Gun Bn (L.C mm)	1		44-115			1,266	1			1,266		2,212	5,677					440	354	2,653	5,961	633	1,266			220	172	853	1,438	
45	AAA Gun Bn (90 mm)	5		44-115			1,266	5			6,330		9,590	24,360					2660	2768	12,250	27,128	3,165	6,330			1,350	1,384	4,495	7,714	
46	AAA AW Bn (40 mm)	6		44-135			787	6			4,722		8,634	25,494					1216	2156	9,850	25,640	2,361	4,722			608	1,078	2,969	5,800	
47	AAA S.L. Bn	3		44-135			2,393	3			7,179		10,581	30,456					20	14	10,071	30,470	3,590	7,179			10	7	5,605	7,186	
48	AA Operations Det	1		44-7			42	1			42		64	200							64	200	21	42					21	42	
49	AA Ordnance Maint Co	2		9-217			157	2			314		522	1,832							522	1,832	156	314					156	314	
50	Radar Maint Team (a)	3		11-617			5	3			15		52	171							52	171	8	15					8	15	
51	Radar Maint Team (c)	3		11-617			4	3			12		54	189							54	189	6	12					6	12	
52	Searchlight Maint Team	3		5-500 (page 84)			3	3			9		52	183							52	183	5	9					5	9	
53	Army Airways Comm System Pers	1		MT			334	1			334		444	1,544							444	1,544	167	334					167	334	
54	**Total Service Units**										40,746		78,295	259,718					4,336	5,292	82,631	265,010	20,382	40,746			2,168	2,641	22,550	43,387	
55	**TOTAL REQUIREMENTS**										52,735		95,072	314,233	1842	2134	12,356	20,754	11,450	13,440	120,720	350,563	26,378	52,735	921	1,068	5,725	6,715	33,147	60,764	6,977,988

Notes:
(1) Computations based on D to D+30 Add 25,145 bbls Avn Gas and 140 L/T, 165 MS/T for D+30 to D+90 to provide for increased sorties on B-29. Add 50,286 bbls Avn Gas, 280 L/T and 326 MS/T for D+90 and beyond to provide for increase in sortie Rate of B-29.

(2) Computations based on D to D+30 - Add 664 L/T and 768 MS/T for D+30 to D+90 to provide for increase in sortie rate in B-29. Add 1,228 L/T and 550 MS/T for D+90 and beyond for increased sortie Rate.

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Prepared by Logistics Planning Branch, ACAS, A&R 3 Nov 44

App B, Annex A

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Chart No ____ CONFIDENTIAL [redacted]

PERSONNEL AND TONNAGE REQUIREMENTS

[redacted] For Garrison Forces in ____ Based on ____ Copy __ of __

Line No	1 TYPE UNIT ARMY SERVICE FORCES	2 No of Units	3 Avail per Troop Basis	4 T/O	5 Type or Unit A/C	6 U E A/C	7 Agg T/O Strength	8 Planned No of Units	9 Req No of Units Computed Factor	9 Req No of Units Computed No	10 Pers Req	11 Pers. Sub Total	12 Initial Mvmt T/E + 60 Days Maint L/T	12 Initial Mvmt T/E + 60 Days Maint MS/T	13 Class III A Grease & Oil — Days L/T	13 Class III A Grease & Oil — Days MS/T	14 Class V Avn Amm — Days L/T	14 Class V Avn Amm — Days MS/T	15 Agg Tonnage Initial Movement L/T	15 Agg Tonnage Initial Movement MS/T	16 30 day Maint Class I, II, III, IV, VI E, X L/T	16 30 day Maint Class I, II, III, IV, VI E, X MS/T	17 Class III A Grease & Oil 30 days L/T	17 Class III A Grease & Oil 30 days MS/T	18 Class V Avn Amm 30 days L/T	18 Class V Avn Amm 30 days MS/T	19 Agg 30 days Maintenance L/T	19 Agg 30 days Maintenance MS/T	20 Class III A Avn. Gas in Bbls. 10 days	21 Class III A Avn Gas in Bbls 30 days
1	ASF Overhead						200				200	200	(Ord) 200	(Ord) 1890							150	300								
2	Adjutant General																													
3	DMRU (Mod) Type Y	1		12-527			42	1			42		(Sig) 117	(Sig) 473							72	63								
4	Base Post Office	1		12-607-1			98	1			98		(Ord) 169	(Ord) 396							74	147								
5	Army Postal Unit	6		12-605			12	6			72	212	(Ord) 130	(Ord) 318					Same		54	108					Same			
6	Chemical																													
7	Cml Comp Co	1		7-500			125	1			125		(Ord) 315	(Ord) 625							94	188								
8	Cml Smoke Gen Co	1		3-267			133	1			133	258	(Ord) 492	(Ord) 2197					"		100	200					"			
9	Engineer																													
10	Hq & Hq Co, Engr Constr Gp	1		5-72			94	1			94		(Ord) 235	(Ord) 470					Column		71	141					Column			
11	Bn, Constr	3		5-35			900	3			2700		(Ord) 4750	(Ord) 13,500							2025	4050								
12	Co, Maint (AGF Type)	2		5-157			191	2			382		(Ord) 355	(Ord) 1310					12		381	573					16			
13	Co, Dump Truck	1		5-88			107	1			107		(Ord) 239	(Ord) 1300							91	161								
14	Co, Comp	1		5-500			160	1			160		(Ord) 400	(Ord) 800							120	240								
15	Co, Pet Distrib	1		5-347			216	1			216	3659	(Ord) 517	(Ord) 1301							162	324								
16	Medical																													
17	Hosp, Genl (1000 Bed)	1		8-550			883	1			883		(Ord) 1157	(Ord) 2877							442	883								
18	Hosp, Field (400 Bed)	1		8-510			222	1			222		(Ord) 435	(Ord) 1141							167	333								
19	Hosp, Sta (500 Bed)	3		8-560			364	3			1092		(Ord) 2030	(Ord) 5441							819	1638								
20	Hosp, Sta (200 Bed)	1		8-560			161	1			161		(Ord) 311	(Ord) 779							121	242								
21	Plat, Comp	1		8-50			60	1			60	2124	(Ord) 129	(Ord) 300							45	90								
22	Military Police																													
23	Co, 2/1	2		13-37			149	2			298		(Ord) 574	(Ord) 1241							224	447								
24	Co, PC&S	1		13-217			101	1			101	399	(Ord) 174	(Ord) 463							76	152								
25	Miscellaneous																													
26	Hq, Genl Depot (Type C)	1		29-2-C-1			94	1			94		(Ord) 235	(Ord) 470							71	141								
27	Fin Disb Sec	3		7-1			20	3			60	154	(Ord) 150	(Ord) 300							45	90								
28	Ordnance																													
29	Co, Hvy Auto Maint (AGF Type)	1		9-137			200	1			200		(Ord) 470	(Ord) 2000							150	300								
30	Co, Hvy Maint (AGF Type)	1		9-9			130	1			130		(Ord) 660	(Ord) 2481							97	175								
31	Co, Base Depot	1		9-277			115	1			115		(Ord) 194	(Ord) 462							86	172								
32	Sq, Pomp Disp	1		9-500			7	1			7	512	(Ord) 4	(Ord) 35							6	11								
33	Q M																													
34	Hq & Hq Det, Q M Bn	1		10-506			17	1			17		(Ord) 30	(Ord) 71							12	24								
35	Co, Bakery	1		10-347			160	1			160		(Ord) 260	(Ord) 576							120	240								
36	Co, Base Depot	1		10-347			75	1			75		(Ord) 168	(Ord) 375							57	113								
37	Co, Comp	1		10-500			100	1			100		(Ord) 250	(Ord) 500							75	150								
38	Co, Laundry	1		10-167			267	1			267		(Ord) 534	(Ord) 2267							201	401								
39	Co, Service	3		10-67			212	3			636		(Ord) 1590	(Ord) 2145							477	954								
40	Co, Truck (AGF Type)	2		10-37			110	2			220		(Ord) 886	(Ord) 3314							165	330								
41	Plat, Ldry, Hosp	4		10-500			40	4			160	1635	(Ord) 400	(Ord) 800							120	240								
42	Signal																													
43	Co, Serv (Comp)	1		11-500			175	1			175	175	(Ord) 438	(Ord) 875							131	263								
44	Transportation																													
45	Det (Spl) for Port Hq	1		58-11			150	1			150		(Ord) 375	(Ord) 750							112	225								
46	Hq & Hq Det, Port Bn	1		58-116			23	1			23		(Ord) 43	(Ord) 107							17	35								
47	Co, Port	5		58-117			219	5			1095		(Ord) 2738	(Ord) 5475							821	1643								
48	Co, Harbor Craft	1		58-506			250	1			250		(Ord) 625	(Ord) 1250							188	375								
49	Plat, Comp	1		58-50			50	1			50	1718	(Ord) 125	(Ord) 250							37	75								
50																														
51																														
52																														
53																														
54	TOTAL											10,898	(3882) 25,542	(30,590) 65,690							8 234,616	463								
55																														

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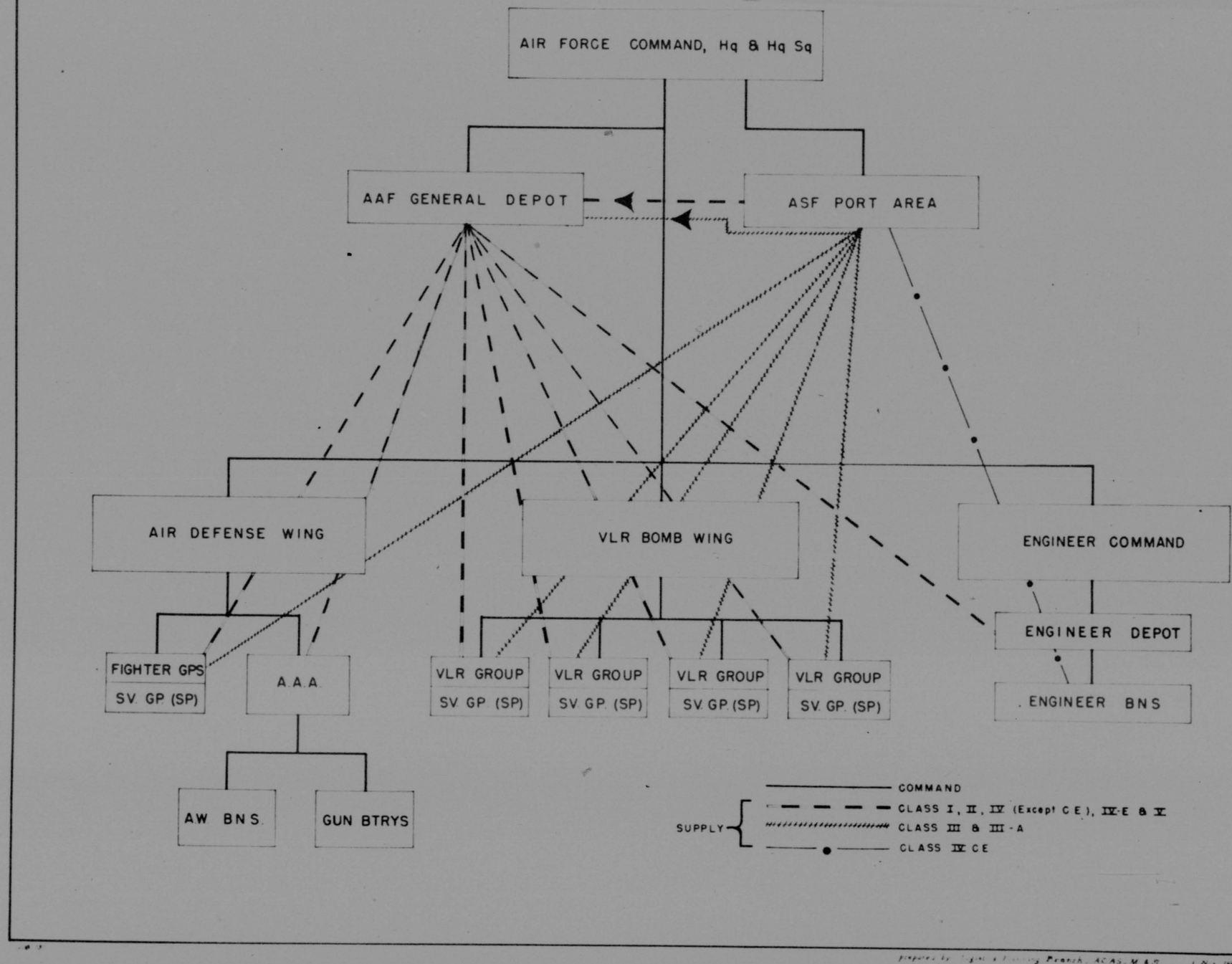

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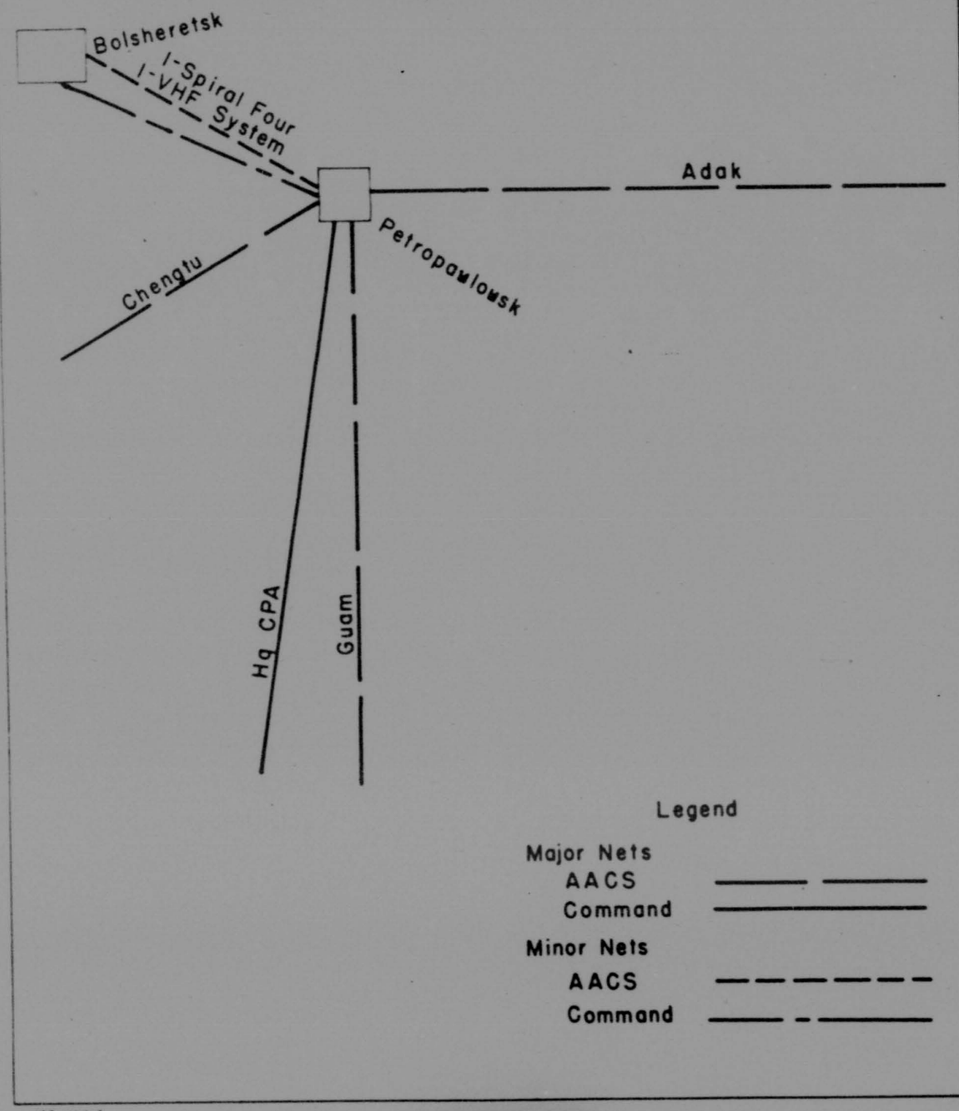
PROPOSED COMMUNICATION PLAN



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AACS AIRWAYS AND NAVIGATION AIDS

AIR STRIPS	CONTR TOWER	G/A	R/TTY	CRYPT Cl. II	MSG CEN	HOMING	RANGE	RACON	HF/DF	D/F Evaul	VHF/DF	
1st	1-Off 11-EM	↑		2-Off 4-EM	10-EM	4E-97 ↑	12GL X ↑	↑	↑	↑	↑	
2nd	Ditto	6 Pos				2-EM	2-EM	2-EM	5-EM		5-EM	
3rd	Ditto	4EM/Pos										
4th	Ditto	↓				↓	↓	↓	↓	↓	↓	
Pet.	Ditto	2-Pos	3-3kw 1-1kw	Cl.I 4-Off 16-EM	10-EM	96-200 2-EM	MRL 2-EM	2-EM	5-EM	1-Off 8-EM	5-EM	
TOTAL	5-55EM	32-EM	1-Off 28-EM	6-Off 20-EM	20-EM	4-EM	4-EM	4-EM	5-EM	1-Off 8-EM	10-EM	2

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AACS AIRWAYS AND NAVIGATION AIDS

AIR STRIPS	CONTR TOWER	G/A	R/TTY	CRYPT Cl. II	MSG CEN	HOMING	RANGE	RACON	HF/DF	D/F Evaul	VHF/DF	SCS 51
1st	1-Off 11-EM	↑		2-Off 4-EM	10-EM	4E-97	12GL X	↑	↑	↑	↑	
2nd	Ditto	6 Pos				2-EM	2-EM	2-EM	5-EM		5-EM	
3rd	Ditto	4EM/Pos										
4th	Ditto	↓				↓	↓	↓	↓	↓	↓	
Pet.	Ditto	2-Pos	3-3kw 1-1kw	Cl.I 4-Off 16-EM	10-EM	96-200 2-EM	MRL 2-EM	2-EM	5-EM	1-Off 8-EM	5-EM	10-EM
TOTAL	5-55EM	32-EM	1-Off 28-EM	6-Off 20-EM	20-EM	4-EM	4-EM	4-EM	5-EM	1-Off 8-EM	10-EM	20-EM

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AACS PERSONNEL

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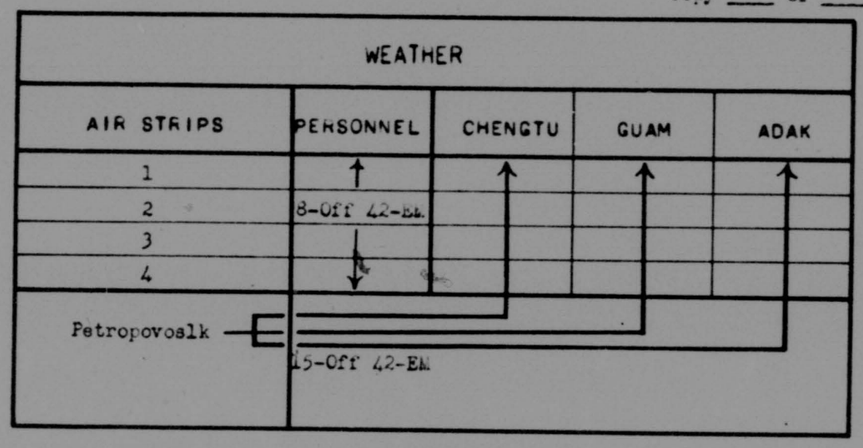

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TOTAL AACS PERSONNEL

TYPE	OFFICERS	EM	TOTAL
Weather	23	77	100
Airways & Navigation	13	210	223
Total	46	287	323

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COMMUNICATIONS PERSONNEL

UNIT	NUMBER	T/O & E	AGG. STRENGTH
Signal Co, Avn	1	11-217	181
Signal Co, Wing	1	11-247	89
Signal Co, Depot	1	11-287	189
Signal Construction Bn	1	11-65	456
Signal AW Bn	1	11-400	1,140
Fighter Control Sq	1	1-47	237
Radar Calib Det	1	1-727	35
AACS	Bulk Allot	---	323
Total Aggregate Strength			2,650

ADDITIONAL EQUIPMENT:
1 - Spiral-4 System
1 - VHF Multi Channel Radio System

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RESTRICTED

GENERAL CLIMATIC INFORMATION GUIDE

NO. 78

CLIMATE OF PETROPAVLOVSK

(KAMCHATKA, U.S.S.R.)

Prepared by the
WEATHER INFORMATION BRANCH
Headquarters, Army Air Forces

from climatic data furnished by
Statistics Division, U.S. Weather Bureau

Note (1) This is a general climatic guide only. More specific information on individual climatic items can be obtained from Weather Information Branch.

(2) For operations in the field, obtain latest weather forecast from nearest weather station.

Washington, D.C.
December 1943

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CLIMATE OF PETROPAVLOVSK (KAMCHATKA, U.S.S.R.) NO. 78

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CLIMATE OF PETROPAVLOVSK
(KAMCHATKA, U. S. S. R.)

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ISOLATION AND TOPOGRAPHY

The area covered in this guide is the southeastern coastal area of Kamchatka, comprising the Bay of Avacha (fig. 1). The point of Petropavlovsk lies on the eastern shores of Avacha Bay. The port is the center of fur trade in this area. A mountain ridge 5,000 to 10,000 ft. high runs in a north-northwest to south-southeast direction down the center of Kamchatka Peninsula. The area is protected from the weather to the west by the mountain range but it is exposed from the south through northeast to winds from the north Pacific Ocean and Bering Sea.

For soil conditions, see figure 2.

REPRESENTATIVE CLIMATIC STATION

The climate of this area is represented by observations taken at the meteorological station at Petropavlovsk (52° 53'N., 158° 40'E., elevation 288 ft.). All climatic elements are based on 5 to 26 years of observation. The longest records are for temperature and precipitation (12 to 23 years), and the shortest records of 5 to 10 years are for surface winds, low ceilings, visibilities, and soil conditions.

GENERAL CLIMATIC CONDITIONS

Air Masses

This area is dominated principally by Arctic, continental and maritime polar air masses. Maritime tropical air masses occasionally reach this area from July through September. From October through March, the high pressure area over Siberia and the Arctic region continuously supplies Arctic and polar continental air masses to this region. These air masses acquire maritime characteristics during their passage across the maritime waters of the Okhotsk and Bering Seas and the Pacific Ocean. The degree to which the air masses acquire maritime characteristics depends primarily on the time required for their passage over the ocean surface.

Temperature

Cold temperatures prevail in this area through most of the year. The mean monthly temperatures are below freezing from November through April during the predominance of polar continental and Arctic air masses in this area. The January mean temperature is 14° (fig. 3). The mean temperature of the warmest month, August, is relatively cool with 56°. The absolute extreme temperatures are 84° in July and -29° in January. From June through September, when the Siberian high pressure area has been replaced by a low pressure area, the maritime air masses from lower latitudes result in maximum temperatures exceeding 60° on 15 to 30 days a month (fig. 4).

Precipitation

Precipitation is moderate, with slight variation throughout the year. The monthly values range from 2.0 inches in May to 4.2 inches in October (fig. 5). The mean annual precipitation is 34.3 inches. Monthly maximum and minimum values show considerable variation in precipitation from year to year. Days with precipitation are most frequent from June through August with 13 to 15 days a month and least frequent in February with 11 days a month. The number of rainy days each month also varies considerably from year to year as indicated by the maximum and minimum values shown in figure 6. Spells of precipitation are generally of short duration with 74 to 100 percent of the cases lasting only 1 to 2 days for all months (fig. 7). During March, July, and October, 13 to 28 percent of the precipitation spells last for 3 to 6 successive days. Spells of 7 or more successive days with precipitation are rare. The predominance of short precipitation spells is a result of the cyclonic storms which pass eastward through this area 8 to 12 times each month.

Snow.--Snowfall and snow covers are common in this area. From November through May, 15 to 29 days a month normally have snow cover, with a maximum of 20 to 31 days a month (fig. 8). From December through April, 24 to 28 days a month have a snow cover of more than 6 inches.

Cloudiness

Cloudiness is moderate throughout the year with a mean sky cover of 7/10 from May through July and a mean sky cover of 8/10 during September, November, and December. Cloudy days (mean sky cover more than 8/10) are most prevalent from May through August with 14 to 17 days a month (fig. 9). Cloudy days are least frequent from October through December with 8 to 9 days a month. Clear days (mean sky cover less than 2/10) normally occur on 6 days a month from January through March and on only 2 to 3 days a month from May through August (fig. 9). Ceilings below 1,000 ft. normally occur on 7 to 9 days a month during July and August and on only 1 to 2 days a month from October through November and January through March.

Fog and Visibilities

Fog occurs on 12 to 17 days a month from May through August. These fogs, which tend to persist throughout the day, are primarily a result of warm moist air over a colder sea surface. From November through March, fogs normally occur on not more than 1 day a month. Visibilities less than 1/4 miles occur on 7 to 9 days a month during July and August and on only 1 to 4 days a month from February through June and September through November. Visibilities less than 2/4 miles usually occur on 8 to 11 days a month in July, August, and December and on only 1 to 4 days a month from September through November. Visibilities greater than 6 miles occur on 22 to 27 days a month during January, March through April, and September through December, and on only 14 to 18 days a month during July and August.

Winds

Gales (greater than 32 m.p.h.) are frequent from October through March with 4 to 8 percent of the observations. Gales are prevalent at all seasons with 20 to 24 percent of the observations. During winter, spring, and autumn, northwesterly (W.,NW.,N.) winds predominate with 41 to 64 percent of the seasonal observations. During summer, when the Pacific high pressure areas are dominant, southeasterly (E.,SE.,S.) winds prevail with 40 percent of the seasonal observations. Considering the seasons as a whole, northwesterly and southeasterly winds are most significant. When intense cyclonic storms move eastward over this area, or to the south of it, southeasterly winds precede the passage of the storms and strong winds from the northwest follow their passage.

Comparable Western Hemisphere Station

The temperature and precipitation regime at Dillingham, Alaska, (59° 03'N., 158° 27'W.) is comparable to that of Petropavlovsk. The January and July mean temperatures of Petropavlovsk are 14° and 61° compared to 16° and 58° for Dillingham. Absolute extreme temperatures are -29° and 84° at Petropavlovsk and -41° and 80° at Dillingham. Precipitation is lower at Dillingham with an annual amount of 26 inches (September maximum) than it is at Petropavlovsk with 34 inches (October maximum).

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MILITARY IMPLICATIONS OF CLIMATIC CONDITIONS

MILITARY FACTOR	WEATHER FACTOR	MONTHS OF MOST FREQUENT OCCURRENCE*	MONTHS OF LEAST FREQUENT OCCURRENCE*
AIR OPERATIONS			
General	Thunderstorms	Mar.-Aug.-Sept. (Occasional)	All other months (Rare)
	Severe icing	Oct.-May (10-20 days/mo.)	June-Sept. (Occasional)
	Ceiling<1,000 ft. and/or visibility<¾ mi.	July-Aug. (10-13 days/mo.)	October (2 days/mo.)
	Gales	Oct.-Mar. (4-8% of obs.)	July-Aug. (Rare)
High Level Bombing	Sky>8/10 cloud covered	May-July (17-19 days/mo.)	Sept.-Feb. (7-11 days/mo.)
	Visibility<6 mi.	Jan.-May-Aug. (10-17 days/mo.)	October (4 days/mo.)
Incendiary Bombing	Wind velocity<18 m.p.h.	June-Sept. (20-2?% of obs.)	January (7?% of obs.)
	Rainfall	July-Nov. (1.1-4.2"/mo.)	May (2.0"/mo.)
Observation & Photography	Sky>8/10 cloud covered	May-July (17-19 days/mo.)	Sept.-Feb. (8-11 days/mo.)
	Visibility<6 mi.	Jan.-May-Aug. (10-17 days/mo.)	October (4 days/mo.)
Air-Ground Support	Ceiling<1,000 ft.	July-Aug. (7-9 days/mo.)	Feb.-Apr., Oct. (1 day/mo.)
	Visibility<1¼ mi.	July-Aug. (7-9 days/mo.)	October (1 day/mo.)
Parachute Operations	Wind velocity>16 m.p.h.	January (24% of obs.)	June-Sept. (4-7% of obs.)
	Visibility>6 mi.	October (27 days/mo.)	August (14 days/mo.)
Barrage Balloons	Thunderstorms	Mar.-Aug.-Sept. (Occasional)	All other months (Rare)
	Wind velocity>30 m.p.h., surface to 10,000 ft	Winter (27% of obs.) **	Summer (8% of obs.) **
GROUND OPERATIONS			
General	Rain frequency	July (15 days/mo.)	February (10 days/mo.)
	Temperature>90° F.	All months (Rare)	
	Temperature<32° F.	Nov.-Apr. (28-31 days/mo.)	June-Sept. (0-1 day/mo.)
Artillery Fire Control	Wind velocity>30 m.p.h., surface to 10,000 ft	Winter (27% of obs.) **	Summer (8% of obs.) **
	Visibility<2½ mi.	August (11 days/mo.)	October (1 day/mo.)
Chemical Warfare	Temperature>75° F.	July-Aug. (Occasional)	All other months (None)
	Temperature<32° F.	Nov.-Apr. (28-31 days/mo.)	June-Sept. (0-1 day/mo.)
	Wind velocity>16 m.p.h.	January (24% of obs.)	June-Sept. (4-7% of obs.)
	Instability and turbulence	Mar.-Apr., Sept.-Oct. (Steep daytime lapse rates)	Nov.-Feb. (Night inversions)
	Low humidity	Oct.-Nov. (22-47% r.h., afternoon)	June-Aug. (20-30% r.h., morning)
Mechanized Operations	Rainfall	July-Nov. (1.1-4.2"/mo.)	May (2.0"/mo.)
	Snow cover	Dec.-May (22-29 days/mo.)	July-Sept. (0-1 day/mo.)
Vehicle Maintenance	Temperature<32° F.	Nov.-Apr. (28-31 days/mo.)	June-Sept. (0-1 day/mo.)
	High temperature	July-Aug. (Abs. max., 81-90°)	January (Abs. max., 107°)
	Sand and duststorms	None on record	
Infantry	Rain frequency	July (15 days/mo.)	February (10 days/mo.)
	Temperature<32° F.	Nov.-Apr. (28-31 days/mo.)	June-Sept. (0-1 day/mo.)
Camouflage	Snow cover	Dec.-May (22-29 days/mo.)	July-Sept. (0-1 day/mo.)
Engineering Construction	Heavy rains	August (Abs. mo. max., 13.8"; max. 24 hrs., 2.8", May)	May (Abs. mo. max., 9.8"; max. 24 hrs., 1.7", Jan., Aug.)
	Floods	None	
	Frozen soil	Nov.-May (24-31 days/mo.) **	July-Sept. (0-3 days/mo.) **
	Snow cover	Dec.-May (22-29 days/mo.)	July-Sept. (0-1 day/mo.)
Supplies and Storage	Temperature<32° F.	Nov.-Apr. (28-31 days/mo.)	June-Sept. (0-1 day/mo.)
	High humidity	June-Aug. (20-30% r.h., morning)	Oct.-Nov. (55-67% r.h., afternoon)
Road Communications	Rain frequency	July (15 days/mo.)	February (10 days/mo.)
	Snow cover	Dec.-May (22-29 days/mo.)	July-Sept. (0-1 day/mo.)

* Numbers in parentheses are normal expectancies. Unless otherwise noted, ranges within the group of months given are based on the means of the month of most and least frequent occurrence.

** Estimated. > means "more than" < means "less than"

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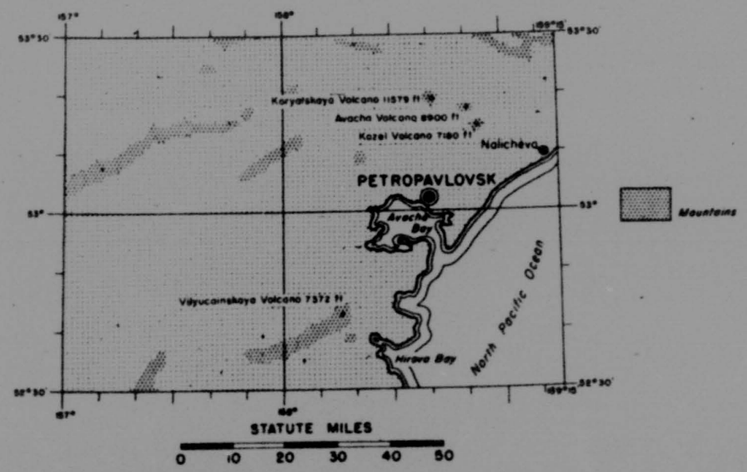

Figure 1 — TOPOGRAPHIC MAP

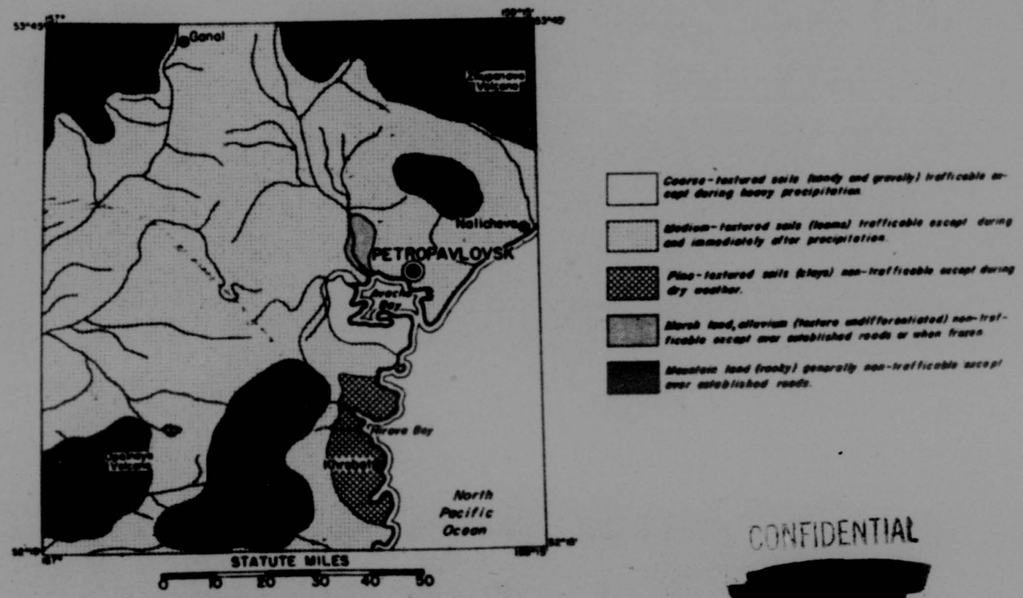

Figure 2 — SOIL TRAFFICABILITY MAP

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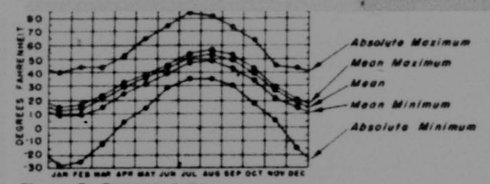

Figure 3 - TEMPERATURE

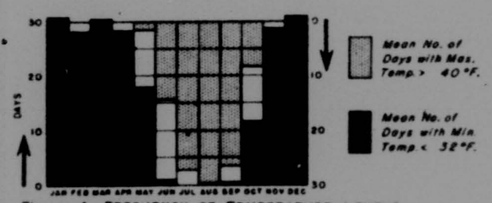

Figure 4 - FREQUENCY OF TEMPERATURE LEVELS

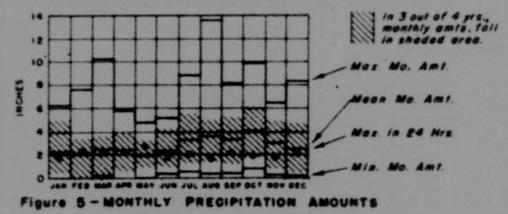

Figure 5 - MONTHLY PRECIPITATION AMOUNTS

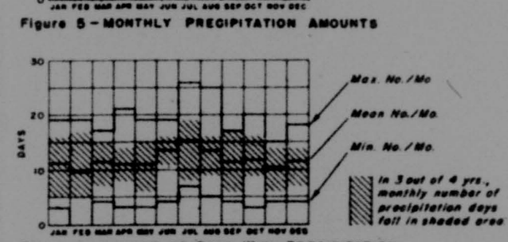

Figure 6 - NUMBER OF DAYS WITH PRECIPITATION

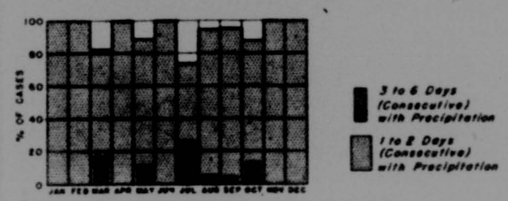

Figure 7 - PRECIPITATION SPELLS

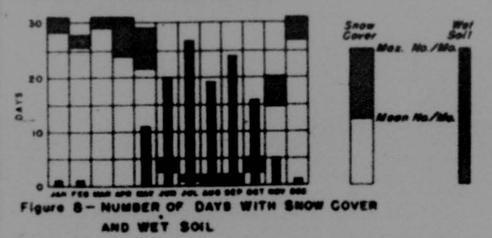

Figure 8 - NUMBER OF DAYS WITH SNOW COVER AND WET SOIL

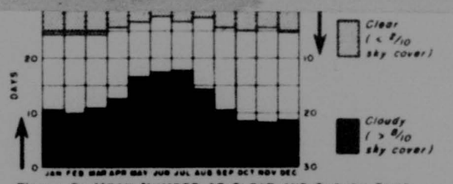

Figure 9 - MEAN NUMBER OF CLEAR AND CLOUDY DAYS

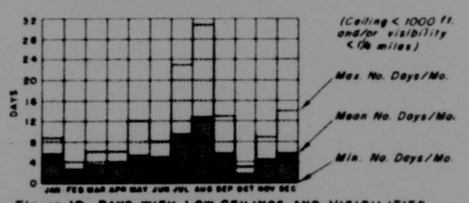

Figure 10 - DAYS WITH LOW CEILINGS AND VISIBILITIES

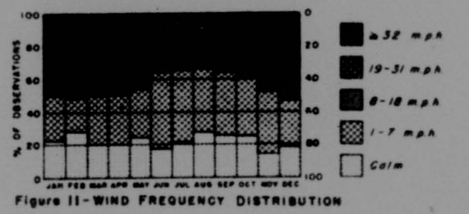

Figure 11 - WIND FREQUENCY DISTRIBUTION

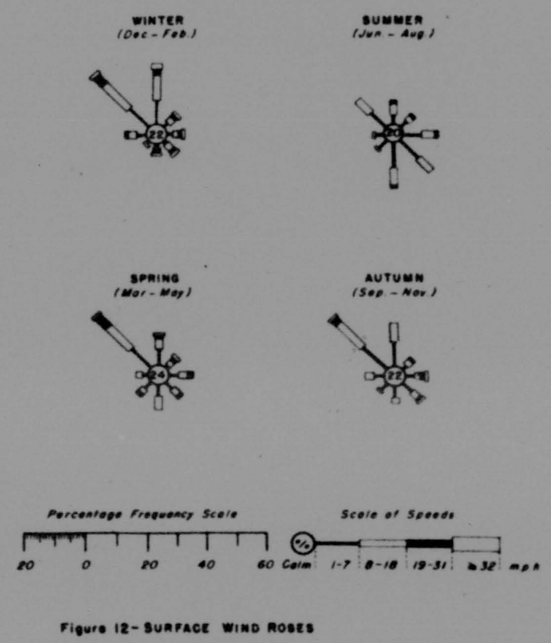

Figure 12 - SURFACE WIND ROSES

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TABLE 29.—PETROPAVLOVSK, KAMCHATKA, U.S.S.R.

Lat. 52° 53'N. Long. 158° 43' E. Elev. 286 Feet

	Years of Record	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Annual
Pressure (mb)	25	1008	1005	1007	1009	1010	1010	1010	1010	1010	1009	1005	1002	1007
Temp. °F Mean Max.	16	14.9	16.9	24.3	32.2	38.7	45.9	53.8	56.8	53.4	43.3	29.5	20.8	35.9
Mean Min.	12	9.0	9.5	15.4	24.6	31.5	38.8	46.8	48.4	43.3	34.0	22.5	14.5	28.2
Mean	16	13.5	14.5	21.6	29.5	36.1	43.5	51.1	53.6	49.1	39.6	27.3	19.4	33.2
Highest	26	40	44	44	53	65	74	84	81	73	64	45	43	84
Lowest	23	-29	-25	-12	4	14	29	35	35	30	18	5	-15	-29
Precip. (in.) Total	23	2.35	2.15	2.50	2.46	1.96	2.42	3.48	3.69	3.44	4.15	3.14	2.51	34.25
Precip. (in.) Max. 24 Hrs.	16	1.71	2.38	2.17	2.44	2.80	1.82	2.00	1.73	2.18	1.90	1.75	2.15	2.80
Days with Precip. .04 in.	15	11	10	11	11	11	14	15	13	11	12	10	11	142
Days with Snow	16	11	10	11	11	7	1	0	0	0	3	8	10	72
Days with Lightning	10	0	0	0	0	0	0	0	0	*	0	0	0	*
Days with Hail	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Days with Thunderstorms	10	0	0	*	0	0	0	0	*	*	0	0	0	*
Days with Gales	12	7	6	8	6	2	1	1	2	3	6	8	7	54
Days with Temp. 32° F Min.	10	31	28	31	28	18	1	0	0	*	12	28	31	209
Days with Temp. 32° F Max.	16	31	28	29	17	2	0	0	0	0	*	19	30	156
Days with Fog	15	*	*	*	4	11	15	17	13	7	2	1	*	72
Snow Dates	12	Mean Last Date				29					21	Mean First Date		
Snow Dates	13	Extreme Last Date					20				13	Extreme First Date		
Relative Humidity (%) Mean	7	77	76	77	77	80	88	90	88	83	75	71	77	80
Cloudiness Mean 0-10	16	5.7	5.6	6.0	6.6	7.0	7.9	7.4	7.1	6.0	5.5	5.6	5.7	6.3
Number of Days Clear	17	6	6	6	4	3	2	3	3	4	5	4	5	52
Partly Cloudy	17	15	12	14	13	11	10	10	14	15	18	17	17	168
Cloudy	17	11	10	11	13	17	17	18	14	10	8	8	9	146
Prevailing Wind Direction	16	NW	NW	NW	NW	NE	SE	SE	NW	NW	NW	NW	NW	NW
Mean Velocity 7-1-9 MPH	16	20	18	19	14	11	10	9	8	11	14	17	18	14
Precipitation Greatest	23	6.34	7.66	10.24	5.83	4.83	5.22	8.81	13.64	8.25	9.82	6.50	8.41	61.24
Precipitation Least	23	0.09	0.00	0.19	0.00	0.05	0.34	0.51	0.44	0.45	0.87	0.30	0.20	19.23
		Wind Direction (Surface) Percentage of Observations From												
N	16	22	21	17	9	7	6	6	6	9	11	14	22	12
NE	16	11	12	18	19	19	14	13	11	7	7	7	11	12
E	16	2	4	5	9	9	13	11	7	6	5	3	2	6
SE	16	2	3	3	8	13	18	18	13	8	4	2	2	8
S	16	1	1	4	5	10	15	13	10	9	5	4	1	6
SW	16	*	1	3	4	5	5	5	5	7	5	5	2	4
W	16	7	5	8	7	6	3	4	5	10	14	13	8	8
NW	16	54	51	36	26	18	15	16	25	34	42	48	50	36
Calm	16	1	2	6	13	13	11	14	19	10	7	4	2	8
Frost Date	10	Mean Date Last Occurrence in Spring-May 31 Mean Date First Occurrence in Fall-Oct. 1												
Frost Date	10	Extreme Date Last occurrence in Spring-June 18 Extreme Date First Occurr. in Fall-Oct. (1916)												

* Less than 0.5

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TABLE 30.--BOLSHERETSK, U.S.S.R.

Lat. 59° 55' N. Long. 156° 35' E. Elev. 66 Feet

	Years of Record	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Annual
Temp. °F Mean Max.		18.0	17.8	23.4	36.5	46.4	56.3	61.3	60.8	57.9	46.8	29.3	24.8	39.9
Mean Min.		-2.2	-1.5	1.8	21.6	34.0	37.8	42.4	45.9	38.8	25.2	20.7	8.1	22.7
Mean		7.5	6.6	18.0	27.9	37.6	43.7	53.4	54.0	46.9	36.9	27.3	16.2	31.3
Highest		36.0	38.5	42.8	52.9	61.7	72.9	72.1	73.0	79.2	53.8	48.6	39.2	79.2
Lowest		-32.8	-39.1	-26.7	-11.7	17.6	26.2	36.3	29.7	23.4	7.9	-4.7	-17.1	-39.1
Precip.(in.)Total Av.		0.71	0.28	0.08	0.28	1.06	1.42	1.97	2.46	3.07	1.81	1.46	0.71	15.31
Precip.(in.)Max. 24 Hrs.		0.20	0.08	0.04	0.20	0.63	0.55	0.94	1.57	1.06	0.32	0.55	0.24	1.57
Cloudiness Mean 0-10		7.7	7.9	6.6	8.2	8.2	8.2	9.2	8.7	7.9	7.6	8.6	7.4	8.0
Wind Av. Vel. M.P.H.		10.7	7.2	8.9	8.5	8.9	9.8	7.2	7.4	7.4	6.3	12.5	7.8	8.5
Relative Humidity Mean		83	84	81	76	79	87	90	91	87	83	81	82	84
Days Clear		2	1	5	1	1	1	0	1	0	1	0	3	16
Days Partly Cloudy		10	9	11	9	10	13	0	7	13	14	8	12	122
Days Cloudy		19	18	15	20	20	16	25	23	17	16	22	16	227
Precipitation Greater than .04 in.		16	12	5	7	8	11	6	15	10	13	22	9	134
Days with Snow		16	13	9	7	5	1	0	0	0	6	16	12	85
Days with Thunderstorms	3	0	0	0	0	0	0	0	0	1	0	0	0	1
Days with Fog		1	1	1	3	1	8	18	9	9	4	2	2	59
Days with Gales		7	5	7	3	4	2	0	1	2	2	11	4	48
Days with Temp. less than 32°F.		29	27	27	11	1	0	0	0	0	1	16	30	142

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TABLE 31.--USP BOLSHEREZSK, U.S.S.R.

Lat. 52° 40' N. Long. 156° 14' E. Elev. 33 Feet

	Years of Record	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Annual
Tem. °F Mean Max.	2	18.5	12.0	21.0	-	-	-	-	54.7	53.8	47.1	32.0	23.7	-
Mean Min.	2	5.0	-0.2	9.7	21.2	30.6	38.5	45.5	48.4	42.6	32.7	18.7	10.9	25.3
Mean	2	10.3	11.5	14.0	20.8	28.4	34.7	44.4	52.5	54.9	48.7	39.6	25.7	31.3
Highest	2	31	26	40	-	-	-	-	61	63	58	42	36	-
Lowest	2	-23	-32	-21	2	13	29	39	37	27	14	-3	-18	-32
Precip.(in.) Total	2	1.18	0.94	0.79	0.71	1.02	2.40	2.99	0.73	2.01	3.54	4.02	0.94	27.27
Precip.(in.)Max. 24 Hrs.	2	2.40	0.47	0.43	0.32	0.28	1.89	1.89	1.97	0.94	1.18	1.89	0.39	1.97
No. Days with precip. greater than .04 in.	2	12	15	15	16	12	14	14	16	16	25	23	19	197
Days with Snow	2	9	14	13	13	5	1	0	0	0	7	21	15	98
Days with Gales	2	7	6	10	11	4	2	1	0	1	8	3	7	60
Days with Temp. less than 32°F.	2	31	28	30	30	19	2	0	0	3	14	30	30	217
Days with Temp. less than 32°F. Max.	2	30	28	26	19	3	0	0	0	0	3	19	25	153
Days with Fog	2	1	1	2	5	17	24	25	12	6	4	1	1	99
Relative Humidity Mean	2	88	84	85	-	-	91	91	90	90	89	88	87	-
Cloudiness Mean 0-10	2	7.2	7.3	6.7	7.3	8.7	8.0	8.9	8.2	7.0	6.9	7.2	6.7	7.6
Days Clear	2	2	1	3	1	1	1	0	1	2	1	2	2	17
Days Partly Cloudy	2	15	15	17	14	6	11	6	9	14	20	15	14	150
Days Cloudy	2	14	12	11	15	24	18	25	21	14	10	13	15	192
Wind Mean Velocity	2	12.1	12.5	15.0	14.3	9.8	10.1	8.5	7.8	7.2	11.4	11.9	12.8	11.2
Days with Frost		Last Mean Date					1				12	First Mean Date		
Days with Frost		Last Extreme Date					11				-	First Extreme Date		
Days with Snow		Last Mean Date				25					24	First Mean Date		
Days with Snow		Last Extreme Date					2				21	First Extreme Date		

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TABLE 32.--OZERNAYA, U.S.S.R.

Lat. 51° 26' N. Long. 156° 30' E. Elev. 25 Feet

	Yrs. of Record	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Annual
Pressure, Mean	3	1002.7	1001.5	1007.7	1007.4	1009.3	1011.4	1011.5	1012.4	1011.5	1010.0	1007.3	1000.7	1007.8
Prevailing Wind Dir.	3	NE	NE	NE	NE	E	N	N	SW	S	W	NW	NE	N
Wind Velocity, Mean	3	12.5	14.1	12.5	13.9	10.3	6.7	6.7	5.6	16.3	12.5	19.2	20.6	12.5
Days, Gales	3	4	5	4	6	3	1	0	0	0	0	6	8	37
Temperature, Mean	3	19.8	17.1	21.2	30.7	36.9	42.4	48.6	51.6	50.0	42.4	32.2	24.8	34.2
Ex. Max.	3	39.2	34.9	37.0	39.2	54.5	58.6	71.2	65.1	68.2	56.1	48.9	40.1	71.2
Mean Max.	3	21.9	21.7	27.0	33.4	38.5	46.4	54.3	55.9	52.3	44.1	34.9	28.8	38.3
Ex.Min.	3	-14.3	-12.1	-4.9	2.8	21.4	32.0	35.6	40.1	32.0	26.6	4.3	1.8	-14.3
Mean Min.	3	10.4	11.1	15.8	25.9	30.9	37.4	44.8	47.5	43.3	35.1	24.4	16.5	28.6
Days, Max. Less than 32° F.	3	29	27	29	14	3	0	0	0	0	0	5	28	135
Days,Min.Less than 32°F.	3	31	28	31	30	20	1	0	0	1	6	29	31	208
Frost Dates, Mean	3				6							16		
Daily Humidity, Mean	3	-	-	-	-	-	91	94	94	86	87	-	-	-
Daily Percentage of Mean Cloudiness	3	58	60	65	69	73	80	81	71	79	68	64	60	69
Days,Clear	3	3	2	2	1	1	1	2	3	0	3	2	1	21
Days,Fog	3	0	0	0	0	4	5	16	13	0	1	0	0	39
Days,Overcast	3	8	10	10	11	14	19	22	18	16	15	5	4	142
Days, Snow	3	13	16	16	13	10	0	0	0	0	5	12	11	96
Daily Precipitation,Mean	3	0.32	0.59	1.42	0.87	0.75	0.35	0.63	0.69	1.10	1.54	1.89	0.87	10.94
Max.	3	0.12	0.16	0.79	0.47	0.16	0.24	0.32	0.47	0.71	0.43	0.75	0.32	0.79
Days,Precip.More than .04 in.	3	14	16	17	13	14	8	10	8	16	23	20	17	176
Days, Precip. More than .20 in.	3	5	9	10	8	7	4	7	7	7	17	11	11	103

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Prepared by
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Air Services Division
AC/AS, M&S

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INCLOSURE

LOGISTICAL PLAN FOR SUPPORT OF A STRATEGIC OR TACTICAL AIR FORCE DEPLOYED IN THE VICINITY OF KOMSOMOLSK IN THE MARITIME PROVINCES

THE PROBLEM

1. To prepare a logistical study of the support necessary for a Strategic or Tactical Air Force deployed in the KOMSOMOLSK area of the MARITIME PROVINCES. The following combat units would constitute the respective air forces:

STRATEGIC		TACTICAL	
1 Wing	B-29	6 Groups	B-17 (or B-24)
2 Groups	P-47N	4 Fighter Groups	P-51
2 Night Fighter Sq		1 Troop Carrier Sq	C-47
1 Troop Carrier Sq (C-47A)		2 Night Fighter Sq	P-61
1 Air-Sea Rescue Sq (OA-10)		1 Air-Sea Rescue Sq	(OA-10)

SUMMARY OF REQUIREMENTS

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2. Personnel

	Strategic	Tactical
AAF Combat Units	12,752	17,803
AAF Service Units (less Avn Engr)	12,286	17,833
Aviation Engr Units	6,953	10,016(1)
ASF Units	10,243	13,081
AAA Units	8,887	11,792
Totals	51,121	70,525

1944 1-2 1945 1-2 1948

3. Tonnages

	Strategic		Tactical	
	L/T	MS/T	L/T	MS/T
Organizational Equipment	47,202	227,501	64,861	272,173
30 Day Maintenance	32,603	62,106	45,472	104,428
Maximum Monthly Over LOC	71,904		96,960	

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	Strategic		Tactical	
	L/T	MS/T	L/T	MS/T
Total Construction Materials	83,388	74,975	100,418(2)	93,699

Notes: (1) Reduced to 1050 if the USSR makes fields available.
(2) Reduced to 2000 if the USSR makes fields available.

4. AVGAS. The monthly requirement for the Strategic Air Force will average 5,400,000 gallons and for the Tactical Air Force, 4,000,000 gallons, which includes, for each Force, ATC gasoline. Double these amounts will be required from April through September to provide stocks through the winter if the Air Forces are entirely dependent on the all-water supply route.

5. ATC Requirements

To maintain normal transportation of emergency supplies, mail and transient traffic will require initially eighteen (18) C-54 B type airplanes for the Strategic Air Force and thirty (30) C-54 B type airplanes for the Tactical Air Force.

6. Construction

Assuming average weather conditions, the required airfields can be built within six months (See Paragraph 39). This time can be reduced in proportion to any increase in the Aviation Battalions specified.

a. The five fields required for the Strategic Air Force can be built by eight Engineer Aviation Battalions.

b. If the USSR does not make available the seven fields required for the Tactical Air Force, they can be built by eleven Engineer Aviation Battalions.

FACTS BEARING ON THE PROBLEM

7. This Branch recently prepared (6 November 1944) a "Logistical Plan for Support of an Air Force in the North Pacific", and an additional paper dated 29 November 1944 outlining a partial logistical plan for the support of a tactical air force to be deployed north of VLADIVOSTOK. The latter was prepared for Colonel Ritchie of OPD, WDGS. Both of these studies contained information pertinent to this plan. The tactical air force herein

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proposed for KOMSOMOLSK is identical in composition with that for which the study dated 29 November 1944 was prepared, except that the latter air force included one additional tactical unit: viz, a Photo Reconnaissance Squadron.

CONCLUSIONS

8. General

a. A complete and reliable plan evaluating the logistical requirements to support either the Strategic or Tactical Air Force is impossible at this time for three reasons:

(1) Lack of sufficient data on the physical features of the area with particular reference to airfield sites.

(2) Lack of valid information regarding transportation facilities.

(3) The timing of this operation in relation to other planned Pacific operations is not known.

b. The installation and maintenance of forces in this area is both complicated and expensive from a logistics point of view.

9. Construction

a. If the USSR makes existing airfields available for the Tactical Air Force, July will be the earliest month that flight operations can commence under the most favorable circumstances. This is premised on the arrival of U.S. Forces immediately after the completion of the reorientation of Russian effort from West to East (June 1).

b. If all fields must be built by the U.S. and construction does not begin until June 1st, completion of the last field for either Air Force would be delayed until 1 December 1945 at the earliest.

c. All Avgas will have to be provided from U.S. stocks.

10. Lines of Communication

a. Rail - Adequate; provided the necessary allocation of total capacity is made available for U.S. use by the USSR. Installation of the Strategic Air Force by a water-rail route would require 17% of a month's

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railroad capacity of the trans-Siberian Railroad, at the maximum, and over the first six months an average of 14.9. The monthly demand on the railroad capacities for a Tactical Air Force would amount to a maximum of 23% and an average of 19.6%.

b. Water - Adequate; provided that trans-shipping facilities are installed at PETROPAVLOVSK and sufficient coasters and small tankers are made available. Pre-shipping of as much equipment and supplies as possible through VLADIVOSTOK is desirable to alleviate the heavy burden on the PETROPAVLOVSK route.

ASSUMPTIONS APPLICABLE TO BOTH AIR FORCES

11. Germany defeated 1 January 1945.

12. The four (4) to six (6) months required to reorient the Russian effort from West to East will make 1 June 1945 the earliest date on which such construction as is necessary by the U.S. can begin; or the earliest date, assuming the fields already built, after which the USSR will be willing to undertake the risk of permitting U.S. operations therefrom.

13. The defense of the area, exclusive of air defense, will be the responsibility of the USSR.

14. Supplies will be built up during the period D to D + 120 to a 90-day level.

15. A reserve of two weeks' operating level in Avgas in drums will be provided.

16. All units will have full strength, and 50% reserve except Troop Carrier which will have UE plus 25% and Air Sea Rescue, which will have unit strength plus 33-1/3%.

17. All replacement aircraft for either the Strategic Air Force or the Tactical Air Force would come from the U.S. by air.

18. The USSR will make available uncut timber required for construction but the U.S. will cruise, fell and saw it.

19. The entire U.S. establishment will be under AAF command.

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20. ATC will provide a Trans-Pacific Service to PETROPAVLOVSK and a shuttle service thence to KOMSOMOLSK and return.

21. It is assumed that the question of availability of service units required to support the combat units, as well as the availability of the combat groups themselves, is beyond the scope of this logistical plan. This assumption is necessary as the basic request from Air Plans makes no mention of time or phasing with regard to other current operation.

22. All Signal Communication facilities will be installed, maintained, and operated by the AAF except within the ASF Depot.

23. Navy facilities or requirements are not considered in this plan.

24. The USSR will permit U.S. Engineer Reconnaissance parties to precede construction troops and choose airfield sites.

25. The AAF Engineer Battalions will be used for all construction on the airfields; also for AAF housing and bulk gasoline storage facilities.

26. Army Service Force Units will be used for construction and maintenance at the port, for road net to air force depot; for pipeline delivery to field, and for signal facilities (within the ASF Depot, only).

27. U.S. Service Troops will construct and maintain docks, warehouse facilities and a general depot at KOMSOMOLSK.

28. Gasoline will be stored in bulk at KOMSOMOLSK and delivered by pipeline direct to the field.

29. The U.S. will maintain the airfields for either a Strategic or Tactical Air Force.

ADDITIONAL ASSUMPTIONS FOR THE STRATEGIC AIR FORCE

30. Avgas and bomb load requirements for the Strategic Air Force will be based on a maximum range of 1,500 miles with a 6 to 7 ton bomb load.

31. The Strategic Air Force will require four operational air strips and one depot air strip all of which must be built by the U.S.

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32. For the Strategic Air Force, the following sorties will be flown:

B-29

	1st 2 Groups	2nd 2 Groups	Total
1st mo. of Operation	---	---	---
2nd Mo. of Operation	180	---	180
3rd mo. of Operation	250	180	430
4th mo. of Operation	360	250	610
5th mo. of Operation	360	250	610
6th mo. of Operation	360	360	720
Monthly Thereafter	260	260	520

P-47 (N)

Same as B-29

P-61

150 Sorties

C-47

200 Sorties

OA-10

140 Sorties

33. The aircraft for the original equipment of all units of the Strategic Air Force will come from the U.S. by air.

ADDITIONAL ASSUMPTIONS FOR THE TACTICAL AIR FORCE

34. The Tactical Air Force will be used in support of an amphibious attack on one of the northern JAPANESE Islands.

35. The following sorties will be flown by the Tactical Air Force:

Bombers	1400 Sorties
Fighters	2160 Sorties
Night Fighters	200 Sorties
Troop Carrier Sq.	200 Sorties
Air Sea Rescue	140 Sorties
Total	4100 Sorties

36.

a. If the USSR makes existing fields available, or builds new ones

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for U.S. use, they will be available by June 1st. These would be completely operational and include air strips, avgas storage facilities, housing and depot storage.

b. If the U.S. must build the fields, construction cannot start until June 1st.

37. The aircraft for the original equipment of all units of the Tactical Air Force will come from Europe by air.

DISCUSSION

38. In the formulation of this plan, the following agencies of the War Department were consulted:

Plans and Policies Division, Theatre Branch, AAF
Special Assistant for Anti-Aircraft, AAF
Traffic Division, M&S, AAF
Air Transport Command
Planning Division, Transportation Corps, ASF
Petroleum Branch, Air Services Division, M&S, AAF
Army-Navy Petroleum Board
The Air Engineer
Air Ordnance Officer
Air Communications Officer
Weather Division, OC&R, AAF
Fighter & Air Defense Branch, Req'ts. Division, OC&R, AAF
A-4, XX Air Force
Airborne and Liaison Branch, Req'ts. Division, OC&R, AAF
Bombardment Branch, Req'ts Division, OC&R, AAF
Strategic Logistics Branch, Planning Division, ASF

39. Construction

a.

(1) KOMSOMOLSK is an important city in Russia's Maritime Provinces, located in the valley of the Amur River. North of KOMSOMOLSK the valley of this river is narrow and rather rough, providing a limited amount of land suitable for airfields. South of KOMSOMOLSK, the valley

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broadens into a flat, swampy lowland containing extensive areas favorable for airfield construction. This lowland extends well beyond the rail city of KHARBAROVSK, which lies some 160 airline miles south of KOMSOMOLSK. These two cities are linked by road and railroad throughout the year, and the Amur River which is navigable to a minor extent from the middle of May to the middle of December. However, neither the road nor rail net is extensive, and consequently the location of airfield sites is limited to areas having access to these communication facilities. The selection of sites is further limited by the necessity for finding sites where soil and drainage conditions do not present a formidable construction problem. Also, for the Tactical Air Force, location is affected by range to probable targets. (See Assumption 34, Tactical Air Force.)

(2) Detailed topographic maps of this part of the USSR are not available and as a result it is not possible to make exact locations of the airfield sites. As stated in Assumption 24, it is contemplated that Engineer Reconnaissance parties will be permitted to survey prospective sites in advance of the arrival of the Engineer Aviation Battalions. If this is permitted, a great deal of time will be saved, and it will be certain that the best sites will have been chosen. The selection of sites is very important from the standpoint of saving time, and the defference between two sites could easily double the time required for construction.

b. Attached is a map of the KOMSOMOLSK-KHARABAROVSK area showing the general locations of the airfield sites used in this study. The airfields were chosen as near to KOMSOMOLSK as was possible with the meager information available, but it is felt that when a ground reconnaissance can be made, the density of airfields near to that city might be considerably increased.

c.

(1) The principal construction difficulty to be faced in the KOMSOMOLSK area is that of cold weather. Six months of the year, November through April, the average temperature is below freezing with the average monthly temperature ranging from an average of -9.6°F in January to 68.4°F

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in July. Unfortunately, the warm months, May through October, which are generally most favorable for construction, are also the wettest, receiving a total of 19.5 inches of the entire annual precipitation of 23 inches.

(2) Other problems besides the weather arises. It is possible that the soil conditions will prove to be poorer than expected. It is also possible that the communication facilities, principally roads, will prove to be so inadequate and poorly developed that extensive building and improving will be necessary to bring materials to the airfield sites. Lack of detailed information prevents an accurate analysis of the overall construction problem.

(3) It is anticipated that there will be an adequate supply of construction materials available in the form of gravel, sand, and quarry rock.

(4) Maintenance units must be provided with snow-removal equipment. However, since there are only 36 days with snowfall per year, and since precipitation is very light during the winter, snow is not expected to be heavy enough to present a problem.

d. Following is a table showing the Engineer Troops requirement under various assumptions:

TYPE OF OPERATION	NO. OF FIELDS	FIELDS CONSTRUCTED BY	LAST FIELD COMPLETED	ENGR TROOPS REQUIREMENT
Strategic	5	U.S.	D + 6 months	2 Engr Avn Regt (less 3 Bns) 8 Engr Avn Bns 1 Engr Maint Co
Tactical	7	U.S.	D + 6 months	1 Engr Command 3 Engr Avn Regts(less 3 Bns) 11 Engr Avn Bns 2 Engr Maint Cos.
Tactical	7	USSR	D-Day	7 Engr Composite Cos.(for maintenance)

e. Following is a compilation of the construction materials required for AAF, ASF and AAA facilities. If the USSR makes fields available for the Tactical Air Force, the requirements in (2) below may be eliminated. In either event, the U.S. will maintain the fields after they are completed.

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STRATEGIC OPERATION

ITEM	SHORT TONS	LONG TONS	MEAS TONS
Airfield surfacing	52,616	46,976	21,882
Gasoline storage materials	4,545	4,058	5,307
Gasoline pipeline (4")	2,100	1,875	3,225
Hangars	1,584	1,414	1,256
Housing, recreation & mess	16,350	14,597	22,500
Warehousing	5,260	4,696	5,260
Offices and technical bldgs.	5,600	5,000	8,410
Bathhouses and latrines	1,290	1,152	1,785
Hospitals	4,255	3,620	5,350
Total	93,600	83,388	74,975

TACTICAL OPERATION

ITEM	SHORT TONS	LONG TONS	MEAS TONS
Airfield surfacing	59,850	53,446	24,900
Gasoline storage materials	3,890	3,474	4,540
Gasoline pipeline (4")	2,590	2,310	3,950
Hangars	1,386	1,236	1,099
Housing, recreation & mess	22,350	19,936	30,770
Warehousing	7,190	6,413	7,190
Offices and technical bldgs.	7,680	6,851	11,500
Bathhouses and latrines	1,764	1,570	2,440
Hospitals	5,810	5,182	7,310
Total	112,510	100,418	93,699

f. The implementation of the ATC supply plan (See par. 42 below) will require airfield facilities along the route between the United States and the KOMSOMOLSK area of the USSR. Most of the necessary ATC bases are now in existence and are capable of sustaining the increased load resulting from the support of the KOMSOMOLSK project. However, a few of the requisite bases are not adequate and the improvement of these bases must be included in the overall logistic problem. Following are the bases needed by the ATC which will have to be improved (See map in Appendix F):

BASE	IMPROVEMENT REQUIRED	BNS REQUIRED	MATERIAL SHORT TONS	MEAS TONS
Markovo	convert an existing landing ground to Ftr staging field	1/9	64	88
Seimchan	same	1/9	64	88
Velkal	same	1/9	64	88

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BASE	IMPROVEMENT REQUIRED	BNS REQUIRED	MATERIAL SHORT TONS	MEAS TONS
Intermediate	construct a new Ftr staging field	1	2827	1237
Petropavlovsk	convert an existing landing ground to large ATC base	1	7783	5193
Port Heiden	Erect gas storage facilities	none	negligible	
Seattle	Enlarge existing facilities	civilian	no shipping required	
Total		2-1/3	10,802	6,694

MARKOVO, SEIMCHAN, VELKAL, and INTERMEDIATE are to be used exclusively for staging fighter aircraft. Of these, the first three are now reported as existing and in use by the Russians for the same purpose. It is planned to use these fields as they are now, with only the addition of adequate buildings to house permanent and transient personnel. Intermediate is a new field between SEIMCHAN and KOMSOMOLSK. PETROPAVLOVSK will be a major ATC installation. Construction at PORT HEIDEN will be accomplished by troops now there, and at SEATTLE by civilian labor. The Engineer Troops shown are adequate to make all fields operational by the time operations begin at KOMSOMOLSK.

40. Transportation

a. KOMSOMOLSK is located at the head of the most navigable portion of the Amur, three hundred twenty-five miles from the mouth of the river. A railroad and highway connect KOMSOMOLSK with KHARABAROVSK, which is a rail junction on the Trans-Siberian Railroad, 160 airline miles south of KOMSOMOLSK.

b. Accurate information is not available on the capabilities of the rail, port, and highway facilities leading to the KOMSOMOLSK Area. The figures contained in this discussion represent tonnage estimates based on U.S. capabilities with similar equipment.

c. The determining factor in the utilization of all transportation routes is the amount of traffic capacity which the USSR will make available to the U.S. No firm information as to Russian requirements is available on which to make any deduction, but it is believed existing demands on all port clearance and internal communication facilities are heavily taxed.

d. Equipment and supplies for KOMSOMOLSK can be moved via three main

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routes. The principal and most secure appears to be all water via PETROPAVLOVSK and the Amur River. The other two (via VLADIVOSTOK and the Trans-Siberian Railroad, or via Western Europe and the Trans-Siberian Railroad) both depend on this railroad, which is more subject to JAPANESE interdiction than the all-water route. The all-water route with convoys would take two to three months from the U.S. west coast to KOMSOMOLSK. All cargo including avgas would have to be trans-shipped at PETROPAVLOVSK to small coaster vessels for the remainder of the trip across the Sea of OKHOTSK and up the Amur River to KOMSOMOLSK. Unless floating piers are provided to handle ship to ship transfer of cargo in stream, or scows, ferries and car floats for the same purpose, the load on the port would be very heavy. As the Amur River is frozen from the middle of November through the middle of May, all initial equipment, construction materials, supplies and maintenance for the winter must move up the Amur River after the middle of May and before 15 December.

e. It is not known whether the Russians could provide any coasters for the movement of dry cargo from PETROPAVLOVSK to KOMSOMOLSK. An LST or similar type vessel could carry 200 troops and 1500 long tons of dry cargo a voyage, and make a round trip in about 24 days. Moving the year's requirements outlined in the charts in Appendix C would then require in regular monthly service during the summer months, i.e. May through December:

For the Strategic Air Force	52 coasters
For the Tactical Air Force	70 coasters

f. Large tankers could transfer their contents at PETROPAVLOVSK in the stream without any effect on other workings of the port. Assuming small tankers of the T1A class carrying 1450 long tons deadweight on a schedule with a turnaround time of 13 days, 13 would be required in regular service, May through December, to make the trans-shipment for the Strategic Air Force, and 10 for the Tactical Air Force.

g. No information is available as to the port facilities at KOMSOMOLSK, but it is believed LST's can unload without difficulty.

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h. The second route: The tonnage requirements could be substantially alleviated by preshipment and prestocking as much of the equipment as possible, (excepting bombs, ammunition and armament) through VLADIVOSTOK under the guise of Lend-Lease. The port has a capacity of twelve thousand long tons daily in the winter months, and fifteen thousand in the summer. The Trans-Siberian Railroad from VLADIVOSTOK to KHARABAROVSK is estimated to be capable of averaging 16,000 short tons daily. Thence to KOMSOMOLSK the movement limitation is 4,000 short tons daily (3,500 rail and 500 highway) with the possible addition of some tonnage through the use of not fully loaded L.S.T's or very small coastal vessels from the middle of May to the middle of December. Cargo could be shipped as soon as available and should reach KOMSOMOLSK in about seven weeks from departure date from the U.S. Tank cars would probably have to be provided by the U.S. to move gas and oil from VLADIVOSTOK to KOMSOMOLSK.

i. The Third route would entail rail shipment the breadth of the USSR and consume about three months for transit from the U.S. to destination. Cargo could be water-shipped to Blask Sea ports, MURMANSK-ARCHANGEL, the BALTIC SEA, or the PERSIAN GULF. The limiting factor across the USSR to KHARABAROVSK is the capability of the Trans-Siberian Railroad which can handle 17,000 short tons daily in the summer or 15,500 short tons daily in the winter. It is not known how much of this tonnage the Russians require for their own civil and military use. From KHARABAROVSK to KOMSOMOLSK the limit is 4,000 short tons the year round. (Paragraph h above.) Tank cars would probably have to be provided by the U.S. to move the petroleum products the entire rail trip.

41. Petroleum Products

The USSR does not have aviation gasoline suitable for AAF. The construction and installation of refineries would be a delayed and costly procedure even if sufficient raw petroleum was available locally. Accordingly, it is believed all aviation gasoline must be imported from the U.S. The trans-shipment at PETROPAVLOVSK will necessitate storage being provided.

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42. Air Transport Command

a. For this operation, it has been assumed that the ATC will provide services and facilities comparable to those now furnished to all theatres of operations.

b. From its experience in supplying Air Forces, ATC has developed a set of ratio-factors, based on engine strength and troop strength, with which the probable ATC tonnage requirements can be closely estimated. Using factors developed for the North Pacific, the monthly requirements are:

	TONS OF AAF TRAFFIC	TONS OF MAIL	TONS ALL OTHER	TOTAL TONNAGE
Strategic Air Force	281.5	33.75	101.25	416.5
Tactical Air Force	600.2	25.2	75.6	701.0

c. Using C-54 aircraft and assuming that refuelling will be accomplished at KOMSOMOLSK, the number of transports required will be:

	INITIAL*	ULTIMATE*
Strategic Air Force	18	14
Tactical Air Force	30	23

* It has been assumed that initial utilization of transport will be six hours per day, eventually eight hours per day.

d. Following are the routes (See map in Appendix F) to be used for transportation of cargo and the ferrying of tactical aircraft:

B-29	B-17 & B-24	P-47, P-51 & P-61	C-54, C-47 & OA-10
Great Falls	Great Falls	Great Falls	Seattle
Fairbanks	Whitehorse	Edmonton	Annette
Shemya	Nome	Fort Nelson	Port Heiden
Komsomolsk	Petropavlovsk	Whitehorse	Shemya
	Komsomolsk	Fairbanks	Petropavlovsk
		Nome	Komsomolsk
		Velkal	
		Markovo	
		Seimchan	
		Intermediate(new)	
		Komsomolsk	

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e. In addition to those already in the ALASKAN DIVISION, the following ATC and service personnel will be required to move and supply the Air Force:

	INITIALLY		AFTER PRIME MOVE	
	ATC	SERVICE	ATC	SERVICE
Strategic Air Force	5,100	3,400	4,654	3,103
Tactical Air Force	6,880	4,587	6,123	4,082

NOTE: 1. The ATC requirements have been determined by assuming that the prime movement would require 30 days, and that no serious enemy interference would be encountered.
2. Service personnel requirement is computed at 2/3 ATC.

Information was received verbally from Operational Plans that the airplanes for the original equipment of the Tactical Air Force would be flown from Europe. ATC believes that provision for the necessary bases, personnel and construction through ASIA would be involved and hardly justifiable for only the prime movement of the Tactical Air Force, as it is understood all replacement aircraft will originate in the U.S. ATC is of the opinion that the original movement from Europe could be handled more expeditiously by returning the planes to the U.S. and thence to destination over the route outlined in Appendix F.

43. Signal Communications

a. Air Defense

(1) Adequate radar and fighter control and the necessary communication equipment for air defense, for either a Strategic or Tactical Air Force envisages the employment of one Signal Aircraft Warning Battalion and two Fighter Control Squadrons.

(2) Radar installations are shown in Annex C to Appendix D

b. AACS

Personnel and Signal equipment requirements of AACS are shown in Signal Annexes of Appendix D.

c. Signal Communications

(1) Main Command Communication nets have been provided as shown in Signal Annexes to Appendix D.

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(2) Minor communication nets have been provided as shown in Signal Annexes to Appendix D.

(3) Necessary frequencies for the operation will be provided by CinCPOA.

44. Weather.

a. The attached weather information (Appendix E) consists of a compilation of available weather data on the city of KHARABAROVSK, together with a comparison between the climate at this city and that at KOMSOMOLSK. No further information could be furnished by the Weather Division, AAF.

b. From an examination of Appendix E, it appears that the most favorable time for this operation is May or June. This is true from both the standpoint of airfield construction and port clearance.

c. In this study, no consideration has been given to the effect of weather on flying conditions.

LIST OF APPENDICES

45. Appendix A consists of two topographic maps showing the organization of the two forces and the disposition of all units to be deployed. Annex A is the Strategic Air Force and Annex B the Tactical Air Force. The exact location of them in the field is a tactical matter. The airfields have been located with consideration to the best available terrain information. The location of supply, maintenance, and depot installations has been made in order to utilize existing lines of communication as much as possible. Those units which are not specifically located on the maps have been listed as an aid in the tactical planning of the operation and also to present a complete picture of the total garrison.

46. Appendix B consists of four Personnel and Tonnage charts which show each air force's requirements for AAF and AAA/separately for ASF. Annex A is for the Strategic Air Force and Annex B for the Tactical Air Force. The necessary tonnages of all classes of supply to implement and support the proposed operation are listed. Figures in parentheses in column 12 indicate

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the weight of organizational equipment and are included in the larger figures, same column. The Avgas requirements are separately shown by gallons in the table appearing at the bottom of each chart. If it is practical to locate the AAF and ASF depots in proximity, it may be possible to reduce the AAF Service Troop requirements by 20%. Also, if it is found possible to supply the airfields locally by the rail line south from KOMSOMOLSK some railroad troops may be substituted in equal numbers for the truck companies.

47. Appendix C consists of two flow charts, each of which indicates the maximum monthly tonnage which it will be necessary to move over the Lines of Communication: Annex A for the Strategic Air Force, Annex B for the Tactical Air Force.

48. Appendix D consists of three Annexes which show the requirements for Signal Communication, AACS, and Air Defense. Annex A pertains to the Strategic Air Force, Annex B to the Tactical Air Force, and Annex C to Radar Installations for Air Defense for both Air Forces.

49. Appendix E consists of a Weather Division study, "A Comparison of Weather Conditions at KHARBAROVSK and KOMSOMOLSK", and in addition "Weather Data for KHARABAROVSK".

50. Appendix F consists of an outline map indicating the ATC bases and ferrying routes which will be followed for the prime movement and replacement of aircraft for either Force.

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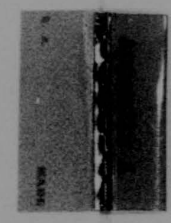

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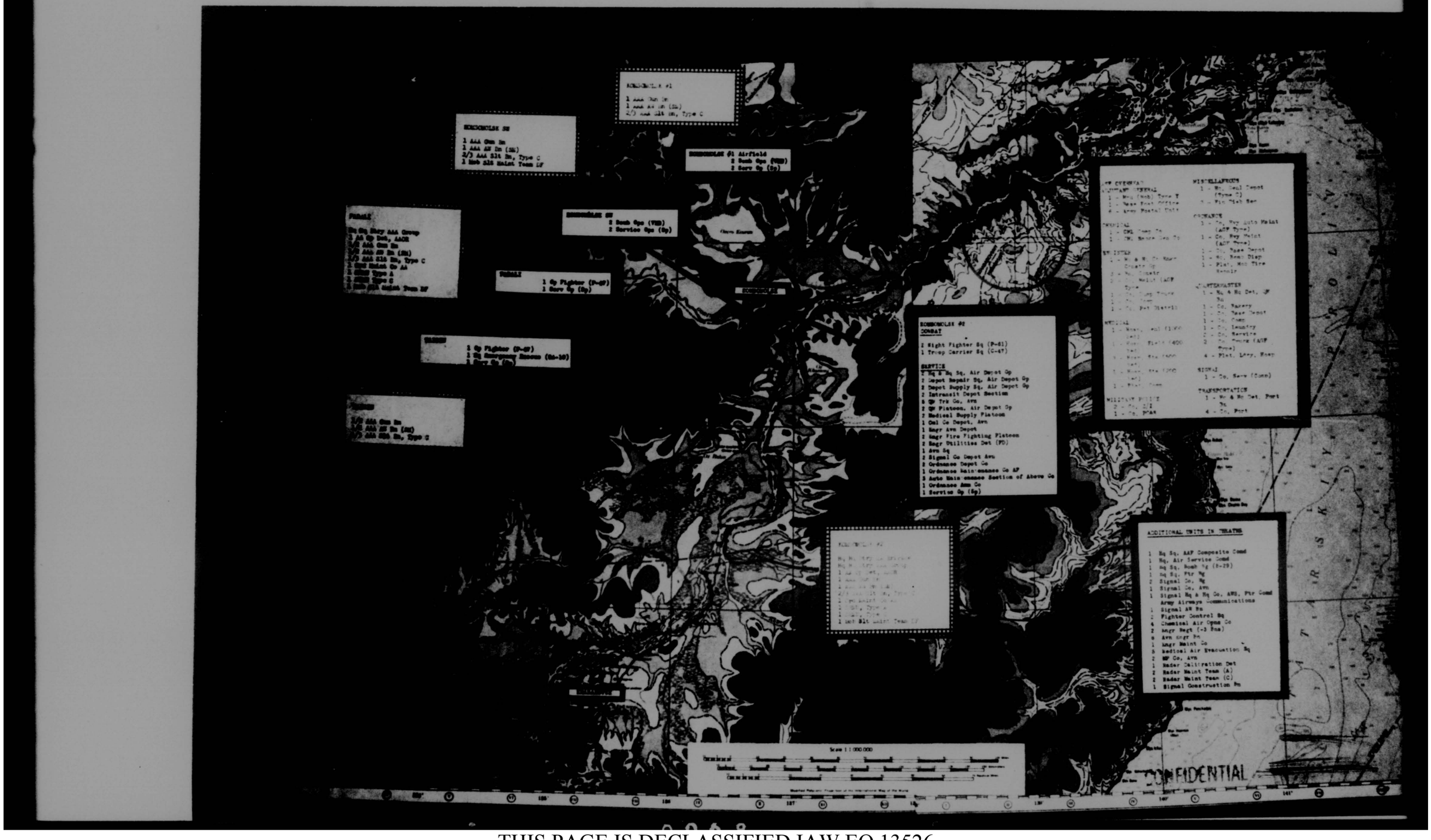

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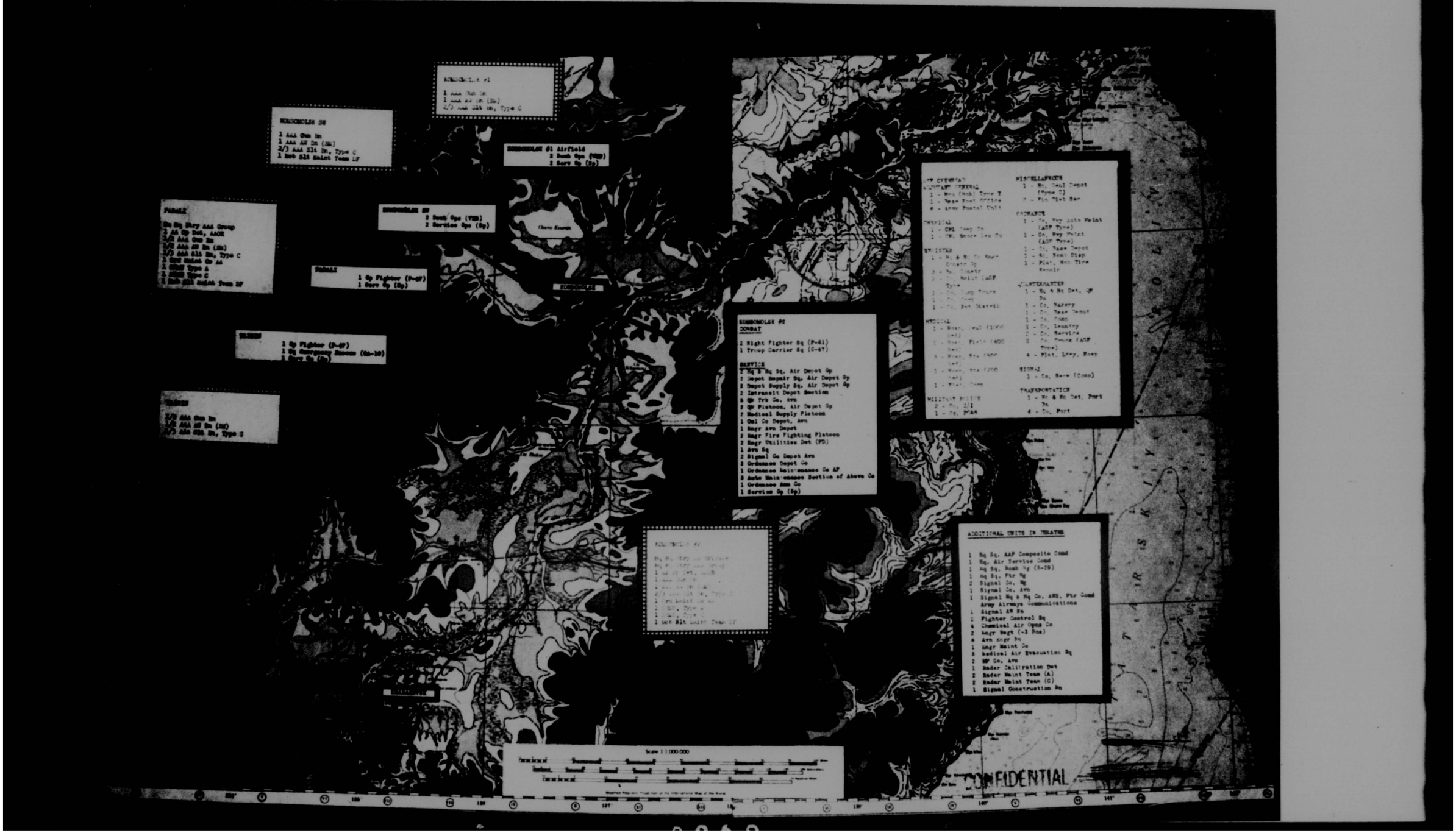

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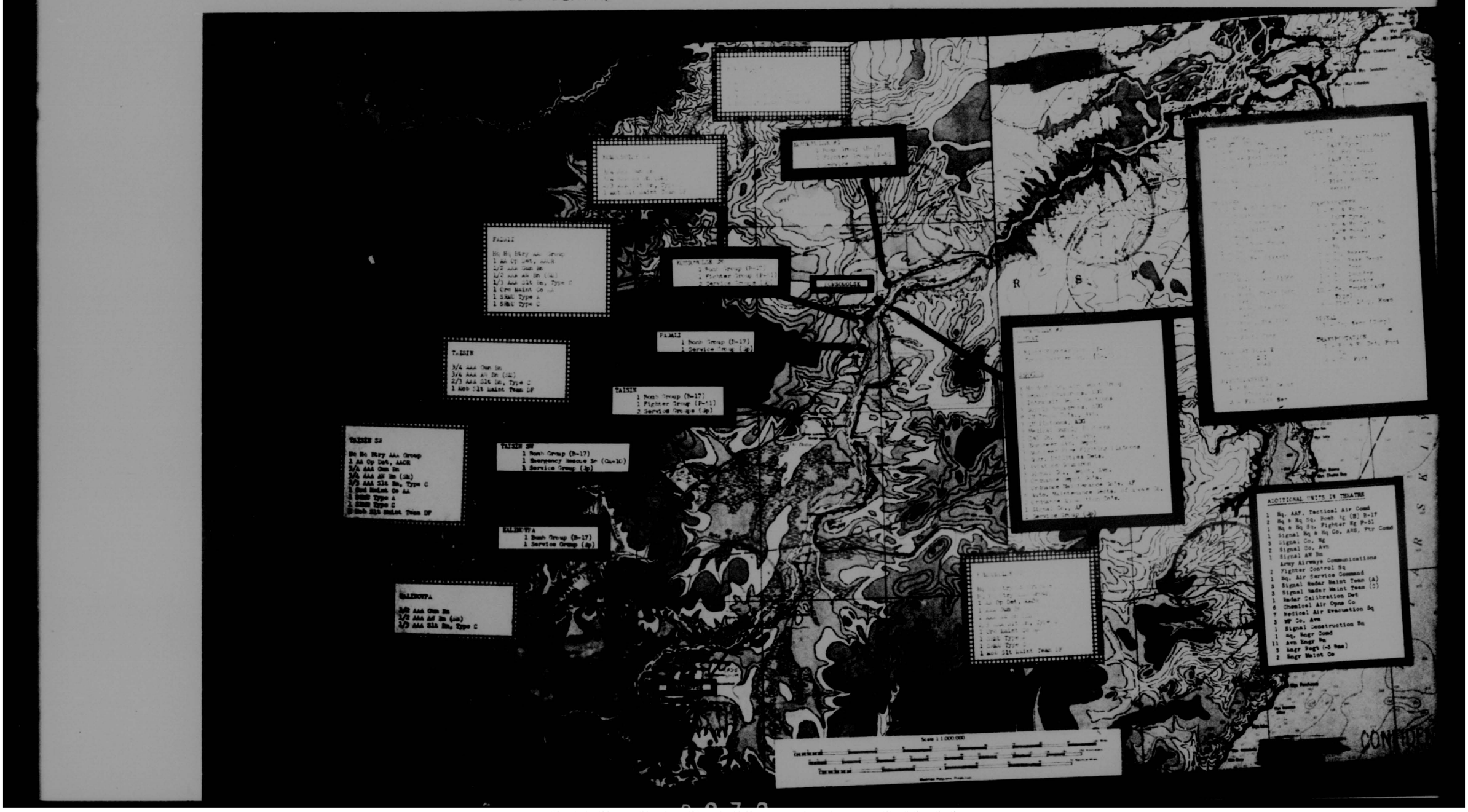

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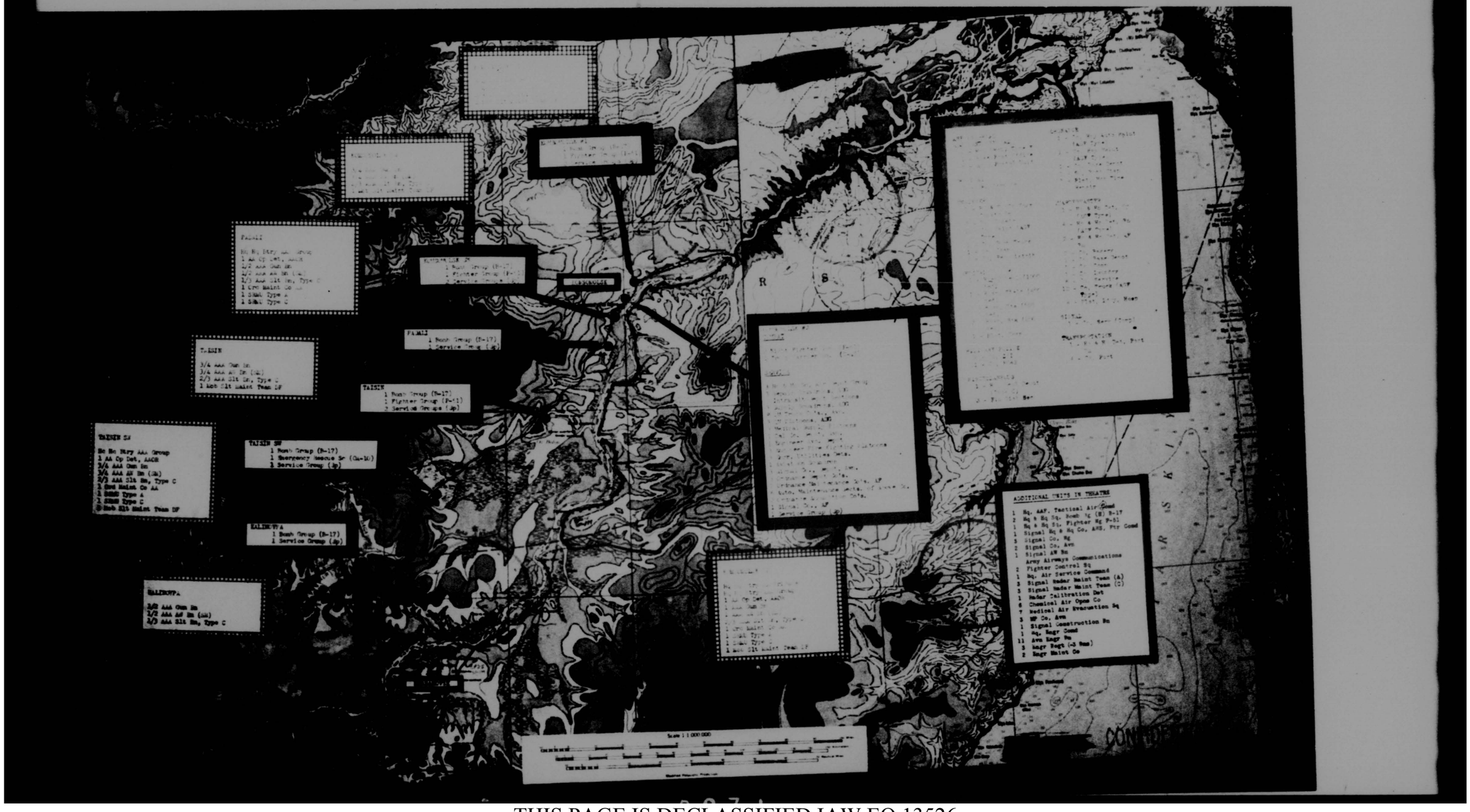

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Annex A

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PERSONNEL AND TONNAGE REQUIREMENTS

For [redacted] Forces in [redacted] Based on ———

1 TYPE UNIT	2 No of Units	3 Avail per Troop Basis	4 T/O	5 Type of Unit A/C	6 U E A/C	7 Agg T/O Strength	8 Planned No of Units	9 Pers Req	10 Org Equip L/T	10 Org Equip MS/T	11 30 days Maint (Cl I, II, III, IV) L/T	11 30 days Maint (Cl I, II, III, IV) MS/T	12 30 days Maint (Cl III-A Grease & Oil) L/T	12 30 days Maint (Cl III-A Grease & Oil) MS/T	13 30 days Maint (Cl V Avn Ammo) L/T	13 30 days Maint (Cl V Avn Ammo) MS/T	14 Agg 30 days Maintenance L/T	14 Agg 30 days Maintenance MS/T	15 ——— days Avn Gas in 55 Gal drums L/T	15 ——— days Avn Gas in 55 Gal drums MS/T	16 Agg Tonnage Initial Movement L/T	16 Agg Tonnage Initial Movement MS/T	17 30 days Class III-A Avn Gas (in gals)
1 Hq. Sq. AAF Composite Comd	1		1-COMP-10			434	1	414	241	241		761											
2 Hq. Sq. Bomb Wing (H-29)	1		1-WBW-1			135	1	126	32	242		124											
3 Hq. Sq. Fighter Wing	1		1-FW-1			243	1	236	19	41		2 005											
4 Hq. & Hq. Sq. Bomb Gp. (H-29)	4		1-BG			161	4	172	1111			416											
5 Bomb Sq (H-29)	12		1-BS			644	12	1284				2,728			3073	2340							
6 Hq. & Hq. Sq. Fighter Gp. (F-47)	1		1-FG			98	1	136	42	412		196											
7 Fighter Sq. (P-47)	4		1-FS			326	4	1274	134	634		1 704			54	4 44							
8 Night Fighter Sq. (P-61)	4		1-NFS			279	4	554				588			210								
9 Troop Carrier Sq. (C-47)			1-TCS			260		260				368											
10 Emergency Rescue Sq. (SA-10)	1		1-ERS			24		24				24											
11 Signal Co. Wing	2		11-WS			98	2	172	72			178											
12 Signal Co. Avn.	1		11-SIG			158	1	172	63	2		124											
13 Army Airways Communications			X			39		39	29	124		391											
14 [redacted]																							
15 Hq & Hq Battry AA Brigade	1		[illegible]			73	1	73				74											
16 Hq & Hq Battry AAA Groups	2		[illegible]			62	2	32				130											
17 AAA Gun Bns (90 MM) TYPE A	4		[illegible]			2	1	2	2			2,636											
18 AAA Gun Bns 8/L-90MM, TYPE C	12		[illegible]			3	3	9				9											
19 AAA A. W. Bns (SCR)	4		[illegible]			372	4	1492				1,492											
20 AAA S. L. Bn	2½		[illegible]			200	2½	2 134				2134											
21 AA Operations Det	2		[illegible]			44	2	88				88											
22 AA Ordnance Maintenance Co.	4		[illegible]			163	1	326				326											
23 Signal A. W. Bns.	1½		[illegible]			200		200				1,200											
24 Fighter Control Sq.	2½		[illegible]			[illegible]	2	492	822			492											
25 Air Service Command			1-ASC-10			372		372				372											
26 Radar Maintenance Team (a)	2		[illegible]			5	2	10				10											
27 Radar Maintenance Team (a)	2		[illegible]			4	2	8				8											
28 Radar Calibration Det.	1		[illegible]			35		35				35											
29 Medical Air Dispensing Sq.			8-MD			85		425				425											
30 Chemical Air Ops. Co.	1		3-CM			136	1	136				536											
31 Aviation Engineer Bns	5		5-AE			777	5	[illegible]				[illegible]											
32 A. F. Co. Avn.	1		19-AF			101	1	202				202											
33 Signal Construction Co.	1		11-AE			439	1	439				937											
34 Air Depot Groups																							
35 Hq & Hq Sq.	1		1-DGH			179	1	358				358											
36 Depot Sq.	1		1-DGS			340	1	680				680											
37 Intermediate Depot (Gen.E,Sal [illegible]	1		1-DGM			59	1	110				110											
38 Supply Sq.	1		1-DGS			131	1	262				262											
39 U. S. Truck Co. Avn.	2		19-AF			148	2	516				516											
40 U. S. Platoon AAD	1		0-AF			24	1	42				42											
41 National Supply Platoon	1		0-AF			25	1	42				42											
42 [redacted] Depot Co. Avn.			[illegible]			[illegible]		28				28											
43 Engineer Avn. Depot Co.			2-AF			200		200				200											
44 Engineer Fire Fighting Plat.	2		2-FP			29	2	58				58											
45 Engineer [redacted] Comp. Unit	2		2-EW			59	2	118				118											
46 Aviation Sq			1-EW			263		263				263											
47 Signal Co Aerial Am	2		[illegible]			312	2	624				624											
48 Ordnance Depot Co.	2		2-AF			180	2	360				360											
49 Ordnance Maint. Co. A. F.			2-AF			[illegible]		215				215											
50 [redacted] Maint. Det.	3		2-AF			125	3	325				325											
51 Ordnance Ammunition Co.			2-AF			198		179				179											
52 Service Groups Special																							
53 Hq & Hq Service Sq	7		[illegible]			268	7	2010				2,010											
54 Engineering Sq	11		[illegible]			[illegible]	11	1,584				1,584											
55 Quartermaster Sq	11		[illegible]			495	11	990				990											
56 [redacted]	6		5-A			273	6	546				546											
57 [redacted]	1		[illegible]			191	1	191				191											
58 [redacted]	1		[illegible]			216	1	216	64	375		216											
59																							
60																							
61								28,666	23,675	159,619	14,338	28,666					1020.8	28,666			61,731	61,731	
62								61,668	38,216	103,368	30,716	61,668			3006	3,992	84,121	107,140			87,111	188,578	
63																							
64																							

REQUIREMENTS FOR AVIATION GASOLINE, GREASE & OIL

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Chart No. _____ CONFIDENTIAL [redacted]

PERSONNEL AND TONNAGE REQUIREMENTS

For Strategic German Forces in _____ Based on _____

	1 TYPE UNIT	2 No. of Units	3 Avail per Troop Basis	4 T/O	5 Type or Unit A/C	6 U E A/C	7 Agg T/O Strength	8 Planned No of Units	9 Pers Req	10 Org Equip L/T	10 Org Equip MS/T	11 30 days Maint (Cl I, II III, IX, IXE, X) L/T	11 30 days Maint (Cl I, II III, IX, IXE, X) MS/T	12 30 days Maint (Cl III-A Grease & Oil) L/T	12 30 days Maint (Cl III-A Grease & Oil) MS/T	13 30 days Maint (Cl V Avn Ammo) L/T	13 30 days Maint (Cl V Avn Ammo) MS/T	14 Agg 30 days Maintenance L/T	14 Agg 30 days Maintenance MS/T	15 ____ days Avn Gas in 55 Gal drums L/T	15 ____ days Avn Gas in 55 Gal drums MS/T	16 Agg Tonnage Initial Movement L/T	16 Agg Tonnage Initial Movement MS/T	17 30 days Class III-A Avn Gas (in gals)
1	ADC Headquarters								200	200	400	100	200									500	1000	
2	Adjutant General																							
3	Arty (AAA) Type I	1		12 327					42	53	347	32	68									117	472	
4	Base Post Office	1		12-607-1					48	21	134	74	147									147	378	
5	Army Postal Unit	6		12-605					72	22	102	54	108									130	318	
6																								
7	Chemical																							
8	Chem Decon Co	1		3-500					125	125	249	94	188									313	625	
9	Chem Smoke Gen Co	1		3-267					153	242	1797	100	200									472	2197	
10																								
11	Engineer																							
12	H & S Hq, Engr Constr Gp	1		5-72					74	74	188	71	141									226	470	
13	Bn, Constr	3		5-75					2,700	2,700	2,700	2025	4,050									4,750	13,500	
14	Co, Maint (Avf 5/0)	2		5-157					332	282	724	287	573									956	1,910	
15	Co, Dump Truck	1		5-88					107	357	1,600	81	161									517	1,422	
16	Co, Dump	1		5-500					120	160	320	120	240									400	800	
17	Co, Pet Distrib	1		5-327					216	191	653	162	324									515	1,301	
18																								
19	Division																							
20	Hdqs, Inf (ROD set)	1		8-550					589	273	1,211	442	883									1,157	2977	
21	Hdqs, Fld (ROD set)	1		8-510					222	91	475	167	333									425	1,141	
22	Hdqs, Bn (ROD set)	3		8-560					1,092	459	1,905	811	1,634									2097	5241	
23	Hdqs, Bn (ROK)	1		8-560					161	67	295	121	242									311	779	
24	Band, Bn	1		8-600					60	49	120	45	90									139	300	
25																								
26	Airborne Troops																							
27	Hq, 2/3	2		19-57					298	70	548	224	447									524	1442	
28	Co, FOO	1		19-217					101	22	159	70	152									174	463	
29																								
30	Miscellaneous																							
31	Hq, Mil Mgt (Type C)	1		29620-1					94	14	188	72	141									238	470	
32	Fin Disb Unit	3		7-1					60	60	120	45	90									150	300	
33																								
34	Ordnance																							
35	Co, Hvy Auto Maint (Avf Type)	1		9-197					202	73	1394	124	303									377	2000	
36	Co, Hvy Maint (Avf Type)	1		9-9					190	74	4711	173	385									660	2,481	
37	Co, Base Depot	1		9-327					115	20	106	87	173									134	452	
38	Co, Gun Rep	1		9-500					7	4	13	6	11									16	35	
39	Team, Gun Rep Repair	1		9-500					14	80	150	70	140									220	430	
40																								
41	Quartermaster																							
42	Co, Fd Fd, w Sh	1		10-327					17	4	17	13	26									50	71	
43	Co, Bakery	1		10-472					140	76	76	120	240									260	576	
44	Co, Sup Depot	1		10-367					75	75	177	57	113									159	375	
45	Co, Gas	1		10-500					100	100	200	75	150									250	500	
46	Co, Laundry	1		10-167					217	124	2482	201	401									524	2287	
47	Co, Service	2		10-67					236	24	237	222	444									386	2,145	
48	Co, Truck (Avf Type)	2		10-57					200	66	4424	162	324									286	5314	
49	Plat, Q M Co, HQ	4		10-500					100	100	200	100	200									140	300	
50																								
51	Ordnance																							
52	Co, Hvy (Long)	1		11-500					122	122	244	122	244									762	921	
53																								
54	Signal Service																							
55	Hq & Hq Det, SC Gp	1		SC 111					24	7	7	7	7											
56	Co, Fwd	4		SC 117					320	320	1,280	320	640									2,111	4,224	
57																								
58																								
59																						22,937	47,705	
60																								
61																								
62																								
63																								
64																								
65																								

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Annex B

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Chart No. _____

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PERSONNEL AND TONNAGE REQUIREMENTS

For National HAWAII Forces in _____ Based on _____

1 TYPE UNIT	2 No. of Units	3 Avail per Troop Basis	4 T/O	5 Type or Unit A/C	6 U E A/C	7 Agg. T/O Strength	8 Planned No. of Units	9 Pers Req.	10 Org Equip L/T	10 Org Equip MS/T	11 30 days Maint. (Cl I, II III, IX, IIIE, X) L/T	11 30 days Maint. (Cl I, II III, IX, IIIE, X) MS/T	12 30 days Maint. (Cl III-A Grease & Oil) L/T	12 30 days Maint. (Cl III-A Grease & Oil) MS/T	13 30 days Maint. (Cl V Avn Ammo) L/T	13 30 days Maint. (Cl V Avn Ammo) MS/T	14 Agg 30 days Maintenance L/T	14 Agg 30 days Maintenance MS/T	15 15 days Avn Gas in 55 Gal. drums L/T	15 15 days Avn Gas in 55 Gal. drums MS/T	16 Agg Tonnage Initial Movement L/T	16 Agg Tonnage Initial Movement MS/T	17 30 days Class III-A Avn Gas (in gals.)
1 Hq AAF Tactical Air Command	1		1-200			268	1	268				268						268					
2 Hq & Hq Sq Bomb Wing (H) B-24	2		1-210-3			378	2	344				344					172	344			508	1,016	
3 Hq & Hq Sq Fighter Wing P-51	1		1-210-1			245	1	245				245						245			240	480	
4 Hq Bomb Gp B-24	6		1-113			732	6	732				732						732			720	2,088	
5 Bomb Sq B-24	24		1-127			480	24	10,080	348	696	348	696	580	6672	11,746	12,416	4970	8,291	26692	61,272	2,764,800		
6 Hq Fighter Gp P-51	4		1-12			98	4	392				392							191	497	524	1,048	
7 Fighter Sq P-51	12		1-27			284	12	3408	72	144	72	120	540	588	2,316	4,116					6504	13,728	498,960
8 Night Fighter Sq P-61	2		1-47			279	2	558	11	22	11	18	280	110	570	686	139	231			1426	3,142	77,000
9 Troop Carrier Sq C-47	1		1-217			360	1	360	20	40	20	33			200	393	260	416			544	1,088	182,600
10 Photography Section Sq C-45-30	1		1-227			264	1	264	31	62	31	52			163	316	383	647			392	598	215,600
11 Signal Co. Misc	3		11-267			89	3	267	187	187	187	187			124	262					496	1,488	
12 Signal Co. Avn.	2		11-227			172	2	344	172	172	172	172			172	344					430	1,290	
13 Army Airways Communications	1		M.T.			541	1	541	271	271	271	271			271	541					720	2,160	
14 Total Combat									2,147	4,294	2,902	11303	532	886	6628	7370	16,062	26,057	6660	11,082	39,860	101,070	2,493,760
15 Hq & Hq Battery AA Brigade	1		44-10-1			74	1	74	24	48	25	74						74			144	288	
16 Hq & Hq Battery AAA Group	3		44-12			65	3	195	63	126	63	195						195			252	756	
17 AAA Gun Bn TYPE A (SM)	5		44-115			659	5	3295	2,055	4,110	1,645	3295									2,850	11,875	
18 AAA Gun Bn S/L RADAR TRANS	5		5-500			3	5	15	25	50	25	15						15			40	200	
19 AAA Gun Bn (90mm)	5		44-125			873	5	4365	2,184	4,368	2,184	4365									2,912	14,560	
20 AAA Gun Bn TYPE C	4		44-135			800	4	3200	1,600	3,200	1,600	3200									2,668	12,800	
21 AA Operations Det	3		44-7			44	3	132	66	132	66	132									88	264	
22 AA Ordnance Maintenance Co.	3		9-217			163	3	489	244	488	244	489									1,628	2,934	
23 Signal A. A. Bn.	1		23-400			1,200	1	1200	600	1,200	600	1200									2,000	6,000	
24 Fighter Control Sq	2		1-67			246	2	492	328	656	328	492									1,640	2,952	
25 Air Service Command	1		1-200-50			372	1	372	248	496	248	372									828	1,656	
26 Radar Maintenance Team (a)	3		11-617			5	3	15	10	20	10	15									50	150	
27 Radar Maintenance Team (a)	3		11-617			4	3	12	8	16	8	12									40	120	
28 Radar Calibration Det.	1		11-727			35	1	35	24	48	24	36									120	360	
29 Chemical Air Decontamination Sq	7		8-467			87	7	609	435	870	435	609									2,900	2,436	
30 Chemical Air Opn. Co.	12		3-457			134	6	804	402	804	402	804									2,680	10,728	
31 Aviation Engineer Bn	9		5-435			736	1	8503	2,834	5,668	2,834	8503									9,446	37,784	
32 A. F. Co. Avn.	2		29-227			152	1	303	152	304	152	303									1,010	1,515	
33 Signal Construction Bn.	1		11-45			437	1	437	292	584	292	437									1,168	4,672	
34 Air Depot Groups																							
35 Hq & Hq Sq	3		1-852			177	3	531	354	708	354	531									1,180	3,540	
36 Repair Sq	3		1-857			340	3	1020	680	1,360	680	1020									2,268	6,804	
37 Intermit Depot(Section (Col. 40)	3		1-858			55	3	165	110	220	110	165									366	1,098	
38 Supply Sq	3		1-858			131	3	343	262	524	262	343									872	2,616	
39 Q.M. Truck Co. Avn.	8		10-317			102	8	816	544	1,088	544	816									1,816	5,448	
40 Q.M. Platoon ADS	3		10-327			24	3	72	48	96	48	72									160	480	
41 Medical Supply Platoon	3		8-497			21	3	63	42	84	42	63									140	420	
42 Chemical Depot Co. Avn.	1		3-418			78	1	78	52	104	52	78									172	520	
43 Engineer Avn. Depot Co.	1		5-47			209	1	209	139	278	139	209									464	1,392	
44 Engineer Fire Fighting Plat.	3		5-300			29	3	87	58	116	58	87									194	582	
45 Engineer Utilities Detachment	3		5-300			59	3	177	118	236	118	177									394	1,182	
46 Aviation Sq	1		1-999			253	1	253	169	338	169	253									564	1,692	
47 Signal Co Depot Avn	3		11-387			212	3	636	424	848	424	636									1,412	4,236	
48 Ordnance Depot Co.	3		9-37			180	3	540	360	720	360	540									1,200	3,600	
49 Ordnance Maintenance Co. A.F.	2		9-237			215	2	430	286	572	286	430									954	2,862	
50 Auto Maintenance Sect.	5		9-237			125	5	750	500	1,000	500	750									1,660	4,980	
51 Ordnance Ammunition Co	2		9-217			179	2	358	238	476	238	358									792	2,376	
52 Service Groups Special																							
53 Hq & Base Services Sq	10		1-4525			290	1	290	193	386	193	290									644	1,932	
54 Engineering Sq	10		1-4575			388	10	3880	2510	14460	1160	2280									6240	28960	
55 Transport Sq	10		1-4507			340	10	3400	1220	6940	700	1400									4790	19220	
56 Signal Co. AF	1		11-26			207	1	207	93	739	104	207									2020	5740	
57 Signal Depot Co. A.F. & Sig.	1		M.T.			216	1	216			108	216									301	1153	
58 Fighter Wing Service Sq	1		M.T.			318	1	318			156	312									221	1,104	
59 Engineer Depot Co. (Avn.)	3		5-47			410	3	1230	2280	9300	410	817									156	468	
60 Engineer Maintenance Co.	2		5-127			191	2	382	510	3744	191	382									2,100	8,400	
61																							
62 TOTAL SERVICE AAF							34641	45			17321	34641					14,531	24641			25,549	302,503	
63																							
64 TOTAL AAF							[redacted]														2,404	403,573	3,673,760
65																							
66																							
67																							

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Chart No. _____

PERSONNEL AND TONNAGE REQUIREMENTS

For Tactical Forces in CONFIDENTIAL [redacted] Based on _____

	1 TYPE UNIT	2 No. of Units	3 Avail per Troop Basis	4 T/O	5 Type or Unit A/C	6 U.E. A/C	7 Agg T/O Strength	8 Planned No. of Units	9 Pers Req.	10 Org Equip L/T	10 Org Equip MS/T	11 30 days Maint. (Cl I, II III, IX, IXE, X) L/T	11 30 days Maint. (Cl I, II III, IX, IXE, X) MS/T	12 30 days Maint. (Cl III-A Grease & Oil) L/T	12 30 days Maint. (Cl III-A Grease & Oil) MS/T	13 30 days Maint. (Cl V Avn Ammo) L/T	13 30 days Maint. (Cl V Avn Ammo) MS/T	14 Agg. 30 days Maintenance L/T	14 Agg. 30 days Maintenance MS/T	15 ____ days Avn Gas in 55 Gal. drums L/T	15 ____ days Avn Gas in 55 Gal. drums MS/T	16 Agg Tonnage Initial Movement Col. 10 + (2 x Col 11) L/T	16 Agg Tonnage Initial Movement Col. 10 + (2 x Col 11) MS/T	17 30 days Class III-A Avn Gas (in gals.)
1	Overhead								200	200	400	150	300									500	1,000	
2	ADJUTANT GENERAL																							
3	APO (Sub) Type I	1		12-327					42	53	347	32	63									117	473	
4	Base Post Office	1		12-601					98	21	104	74	147									169	398	
5	Army Postal Units	8		12-605					96	29	136	72	144									173	424	
6																								
7	CHEMICAL																							
8	Co, Composite	1		3-500					125	125	249	94	188									313	625	
9																								
10	ENGINEER																							
11	Hq & Hq Co, Constr Gp	1		5-72					94	94	188	71	141									236	470	
12	Bn, Constr	3		5-75					2,700	2,700	5,400	2825	4,050									4,750	13,500	
13	*Co, Maint	2		5-157					382	382	764	287	573									956	1,910	
14	Co, Dp Trk	1		5-88					107	357	1,600	51	161									519	1,922	
15	Co, Composite	1		5-500					160	160	320	120	240									400	800	
16	Co, Pet Dist Co	2		5-327					432	382	1,206	324	648									1,030	3,602	
17																								
18	MEDICAL																							
19	Hosp, Gen (1,000 bed)	1		8-550					589	273	1,211	442	883									1,157	2,977	
20	Hosp, Field (400 bed)	1		8-510					222	91	475	147	333									425	1,141	
21	Hosp, Sta (500 bed)	3		8-560					1,011	459	1,965	819	1,638									2,097	5,241	
22	Hosp, Sta (200 bed)	3		8-560					456	207	885	363	726									933	2,337	
23	Plat, Composite	1		8-500					75	49	120	45	90									139	300	
24																								
25	MILITARY POLICE																							
26	Co, A/1	2		19-57					298	76	548	224	447									524	1,442	
27	Co, Pc or S	1		19-217					101	22	159	76	152									174	463	
28																								
29	ORDNANCE																							
30	Hq Gen Depot (Type C)	1		29-620-1					94	94	188	72	141									238	470	
31	Finance Dist Sec	3		14-500					60	60	120	45	90									150	300	
32																								
33	QUARTER																							
34	*Co, Hv Auto Maint	1		9-197					202	73	4394	152	303									377	2,000	
35	*Co, Hv Maint	1		9-?					190	274	4711	193	385									660	2,481	
36	Co, Base Depot	1		9-377					115	20	106	87	173									194	452	
37	Sq, Bomb Disposal	1		9-500					7	4	13	6	11									16	35	
38	Plat, Rob Fire Repair	1		9-502					14	80	150	70	140									220	430	
39																								
40	TRANSPORTATION																							
41	*Hq & Hq Det, Gp	1		10-22					21	4	19	13	26									30	71	
42	*Hq & Hq Det, Sq	4		10-56					108	14	76	52	104									120	284	
43	Hq & Hq Det, Sq	2		10-536					34	8	38	26	52									60	142	
44	Co, Dairy	2		10-147					320	40	192	240	480									520	1,152	
45	Co, Base Depot	1		10-367					75	75	149	57	113									189	375	
46	Co, Composite	1		10-500					100	100	200	75	150									250	500	
47	Co, Dairy	1		10-167					267	122	1,485	201	401									524	2,287	
48	Co, QM	8		10-67					1,696	80	711	1,440	2,560									2,960	5,831	
49	*Co, QM	12		10-57					1,320	2,336	27,824	990	1,980									5,316	31,784	
50	Plat, Dairy Proc	4		10-500					160	100	320	120	240									340	720	
51																								
52	QUARTER																							
53	Co, QM Comp	1		11-500					200	194	395	132	263									458	921	
54																								
55																								
56																								
57	ADMINISTRATION																							
58	Hq & Hq Det, Hist Sec	1		52-[illegible]					[illegible]	[illegible]	[illegible]	[illegible]	[illegible]									[illegible]	[illegible]	
59	Co, Hist	4		52-[illegible]					[illegible]	[illegible]	[illegible]	[illegible]	[illegible]									[illegible]	[illegible]	
60																								
61																								
62	[illegible]	24							12,081	[illegible]	[illegible]	[illegible]	[illegible]									31,465	72,791	
63																								
64																								
65																								

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FLOW CHART SHOWING THE MONTHLY TONNAGE REQUIREMENTS
TO BASE A STRATEGIC AIR FORCE IN THE KOMSOMOLSK AREA

(ALL FIGURES ARE LONG TONS)

MONTH	UNIT	PERSONNEL	MAINTENANCE	ORGANIZATIONAL EQUIPMENT	CONSTRUCTION MATERIALS	AVIATION GASOLINE	TONNAGE TOTAL	MONTHLY CAPACITY OF TRANS-SIBERIAN RR	TOTAL TONNA PERCENTAGE SIBERIAN
1ST	ALL AVN ENGRS	6953							
	ALL ASF ENGRS	3659							
	1/3 ASF(LESS ENGRS)	2195	30515	16718		5085			
	1/5 CONST MATERIALS				16678		68996	428570	16.1
2ND	1/3 AAA	2963							
	1/2 FTR SERVICE	1069							
	1/3 ASF(LESS ENGRS)	2195	40385	5230		5085			
	1/5 CONST MATERIALS				16678		67378	428570	15.72
3RD	1/3 AAA	2963							
	1/2 FTR SERVICE	1068							
	1/2 FTR COMBAT	1763							
	1/2 DEPOT	2138							
	1/3 ASF (LESS ENGR)	2194	41803	8339		5085			
	1/5 CONST MATERIALS				16678		71904	428570	16.78
4TH	1/3 AAA	2963							
	1/2 FTR COMBAT	1764	46078	3435		5085			
	1/5 CONST MATERIALS				16678		71276	428570	16.63
5TH	ALL VLR SERVICE	6412							
	1/2 DEPOT	2737	32603	9241		1130			
	1/5 CONST MATERIALS				16676		59650	428570	13.92
6TH	ALL VLR COMBAT	9229	32603	4168		5435	42206	428570	9.85
TOTALS		51661	223987	47130	83388	26905	381410		

NOTE: THE CAPACITY OF THE TRANS-SIBERIAN RAILROAD IS BASED ON 16000 SHORT TONS PER DAY(YEARLY AVERAGE) AND IS APPLICABLE ONLY TO THAT PART OF THE ROUTE WEST OF KHABAROVSK. THE ESTIMATE OF THE RAILROAD CAPACITY WAS FURNISHED BY ASF RAIL DIVISION

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FLOW CHART SHOWING THE MONTHLY TONNAGE REQUIREMENTS
TO BASE A STRATEGIC AIR FORCE IN THE KOMSOMOLSK AREA

(ALL FIGURES ARE LONG TONS)

TH	UNIT	PERSONNEL	MAINTENANCE	ORGANIZATIONAL EQUIPMENT	CONSTRUCTION MATERIALS	AVIATION GASOLINE	TONNAGE TOTAL	MONTHLY CAPACITY OF TRANS-SIBERIAN RR	TOTAL TONNAGE SHOWN AS PERCENTAGE OF TRANS-SIBERIAN RAILROAD
	ALL AVN ENGRS	6953							
T	ALL ASF ENGRS	3659							
	1/3 ASF(LESS ENGRS)	2195	30515	16718		5085			
	1/5 CONST MATERIALS				16678		68996	428570	16.10%
	1/3 AAA	2963							
D	1/2 FTR SERVICE	1069							
	1/3 ASF(LESS ENGRS)	2195	40385	5230		5085			
	1/5 CONST MATERIALS				16678		67378	428570	15.72%
	1/3 AAA	2963							
	1/2 FTR SERVICE	1068							
D	1/2 FTR COMBAT	1763							
	1/2 DEPOT	2136							
	1/3 ASF (LESS ENGR)	2194	41803	8339		5085			
	1/5 CONST MATERIALS				16678		71904	428570	16.78%
	1/3 AAA	2963							
H	1/2 FTR COMBAT	1764	46078	3435		5085			
	1/5 CONST MATERIALS				16678		71276	428570	16.63%
	ALL VLR SERVICE	6412							
H	1/2 DEPOT	2137	32603	9241		1130			
	1/5 CONST MATERIALS				16676		59650	428570	13.92%
H	ALL VLR COMBAT	9229	32603	4168		5435	42206	428570	9.85%
ALS		51661	223987	47130	83388	26905	381410		

E: THE CAPACITY OF THE TRANS-SIBERIAN RAILROAD IS BASED ON 16000 SHORT TONS PER DAY(YEARLY AVERAGE) AND IS APPLICABLE ONLY TO THAT PART OF THE ROUTE WEST OF KHARBAROVSK. THE ESTIMATE OF THE RAILROAD CAPACITY WAS FURNISHED BY ASF RAIL DIVISION

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FLOW CHART SHOWING THE MONTHLY TONNAGE REQUIREMENTS TO BASE A TACTICAL AIR FORCE IN THE KOMSOMOLSK AREA

(ALL FIGURES ARE LONG TONS)

MONTH	UNIT	PERSONNEL	MAINTENANCE	ORGANIZATIONAL EQUIPMENT	CONSTRUCTION MATERIALS	AVIATION GASOLINE	TONNAGE TOTAL	MONTHLY CAPACITY OF TRANS-SIBERIAN RR	TOTAL PERC SIB
1ST	ALL AVN ENGRS	10016							
	ALL ASF ENGRS	3875							
	1/3 ASF(LESS ENGRS)	3069	33839	22557		3801			
	1/5 CONST. MATERIALS				20084		80281	428570	
2ND	1/3 AAA	3930							
	1/3 ASF(LESS ENGRS)	3068	64617	5890		3801			
	1/5 CONST MATERIALS				20084		94392	428570	
3RD	1/3 AAA	3931							
	1/3 ASF(LESS ENGRS)	3068							
	1/2 FTR SERVICE	2456							
	1/2 DEPOT	2776	61343	11343		3801			
	1/5 CONST MATERIALS				20084		96571	428570	
4TH	1/3 AAA	3931							
	1/2 FTR COMBAT	2355							
	4 MISC SQDNS	1182							
	1/2 FTR SERVICE	2457							
	2/3 HB SERVICE	4914							
	1/2 DEPOT	2775	56875	16207		3801			
	1/5 CONST MATERIALS				20083		96960	428570	
5TH	1/2 FTR COMBAT	2355							
	2/3 HB COMBAT	7941							
	1/3 HB SERVICE	2456	45696	7232		10140			
	1/5 CONST MATERIALS				20083		83151	428570	
6TH	1/3 HB COMBAT	3970	45696	1638		10140	57474	428570	
TOTALS		70525	308066	64861	100418	35484	508829		

NOTE: THE CAPACITY OF THE TRANS-SIBERIAN RAILROAD IS BASED ON 16000 SHORT TONS PER DAY(YEARLY AVERAGE) AND IS APPLICABLE ONLY TO T OF THE ROUTE WEST OF KHARBAROVSK. THE ESTIMATE OF THE RAILROAD CAPACITY WAS FURNISHED BY ASF RAIL DIVISION

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FLOW CHART SHOWING THE MONTHLY TONNAGE REQUIREMENTS TO BASE A TACTICAL AIR FORCE IN THE KOMSOMOLSK AREA

TH	UNIT	PERSONNEL	MAINTENANCE	ORGANIZATIONAL EQUIPMENT	CONSTRUCTION MATERIALS	AVIATION GASOLINE	TONNAGE TOTAL	MONTHLY CAPACITY OF TRANS-SIBERIAN RR	TOTAL TONNAGE SHOWN AS PERCENTAGE OF TRANS-SIBERIAN RAILROAD
				(ALL FIGURES ARE LONG TONS)					
	ALL AVN ENGRS	10016							
	ALL ASF ENGRS	3875							
	1/3 ASF(LESS ENGRS)	3069	33839	22557		3801			
	1/5 CONST. MATERIALS				20084		80281	428570	18.73%
	1/3 AAA	3930							
	1/3 ASF(LESS ENGRS)	3068	64617	5890		3801			
	1/5 CONST MATERIALS				20084		94392	428570	22.02%
	1/3 AAA	3931							
	1/3 ASF(LESS ENGRS)	3068							
	1/2 FTR SERVICE	2456							
	1/2 DEPOT	2776	61343	11343		3801			
	1/5 CONST MATERIALS				20084		96571	428570	22.53%
	1/3 AAA	3931							
	1/2 FTR COMBAT	2355							
	4 MISC SQDNS	1182							
	1/2 FTR SERVICE	2457							
	2/3 HB SERVICE	4914							
	1/2 DEPOT	2775	56875	16207		3801			
	1/5 CONST MATERIALS				20083		96960	428570	22.62%
	1/2 FTR COMBAT	2355							
	2/3 HB COMBAT	7941							
	1/3 HB SERVICE	2456	45696	7232		10140			
	1/5 CONST MATERIALS				20083		83151	428570	19.40%
	1/3 HB COMBAT	3970	45696	1638		10140	57474	428570	13.41%
LS		70525	308066	64861	100418	35484	508829		

THE CAPACITY OF THE TRANS-SIBERIAN RAILROAD IS BASED ON 16000 SHORT TONS PER DAY(YEARLY AVERAGE) AND IS APPLICABLE ONLY TO THAT PART OF THE ROUTE WEST OF KHARBAROVSK. THE ESTIMATE OF THE RAILROAD CAPACITY WAS FURNISHED BY ASF RAIL DIVISION

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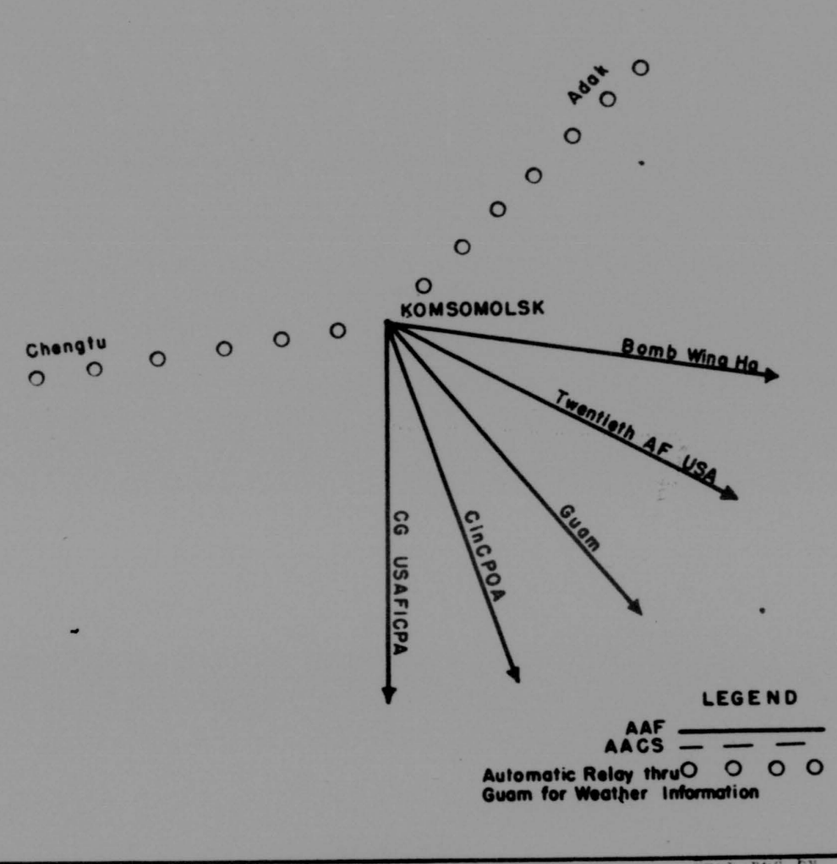
STRATEGIC AIR FORCE CIRCUITS
(Major)
(If Seperate VLR Bomb Comd)



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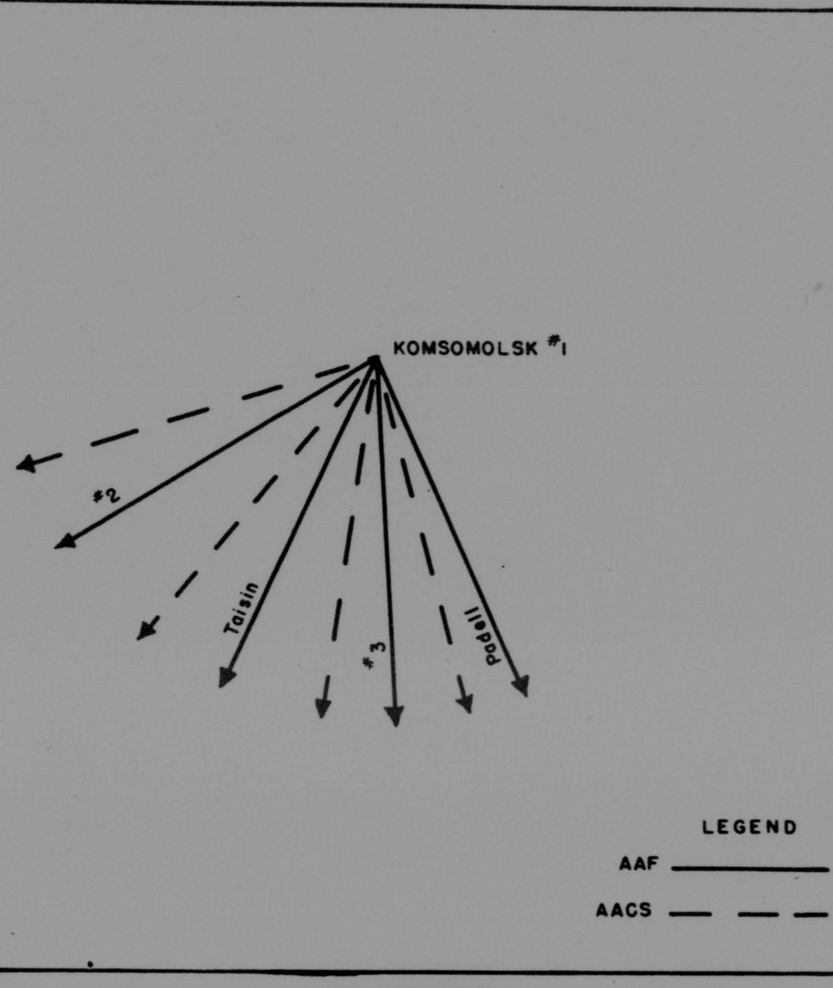
STRATEGIC AIR FORCE CIRCUITS
(Minor)



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[redacted] AACS - STRATEGIC AIR FORCE [redacted]

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
LOCATION	TYPE	STRIPS	AACS WEATHER	AACS NETS	CONTROL TOWER	TTY POS	GROUND /AIR	VHF/DF HOMER	HF/DF	HOMING	RADIO RANGE	GLIDE PATH	RACONS	CRYPT	MESSAGE CENTER
AAF Hq Komsomolsk #1	2-Gps B-29 1-Sq P-61	2	17-EM 4-O 1-WO		22	8		5	1 DF Eval Team 14			10	2	C1 I	1
Komsomolsk #2	Depot	1	17-EM 4-O 1-WO		11	12	16	5		2	2				
Komsomolsk #3	2-Gps B-29 1-Sq P-61	2	6-O 20-EM		22	8		5				10	2		
Padali	1-Gp P-47 1-T/C Sq	1	3-O 10-EM		11	8		5							
Taisin	1-Gp P-47 1-Sq A/S	1	3-O 10-EM		11	8	4	5	5	2	2		2	C1 II 5	
OFFICERS			19	1	8				1					5	1
ENLISTED MEN			64	28	88	44	20	25	19	4	4	20	6	20	10
TOTAL PERSONNEL			83	29	96	44	20	25	20	4	4	20	6	25	11
												AGGREGATE		387	

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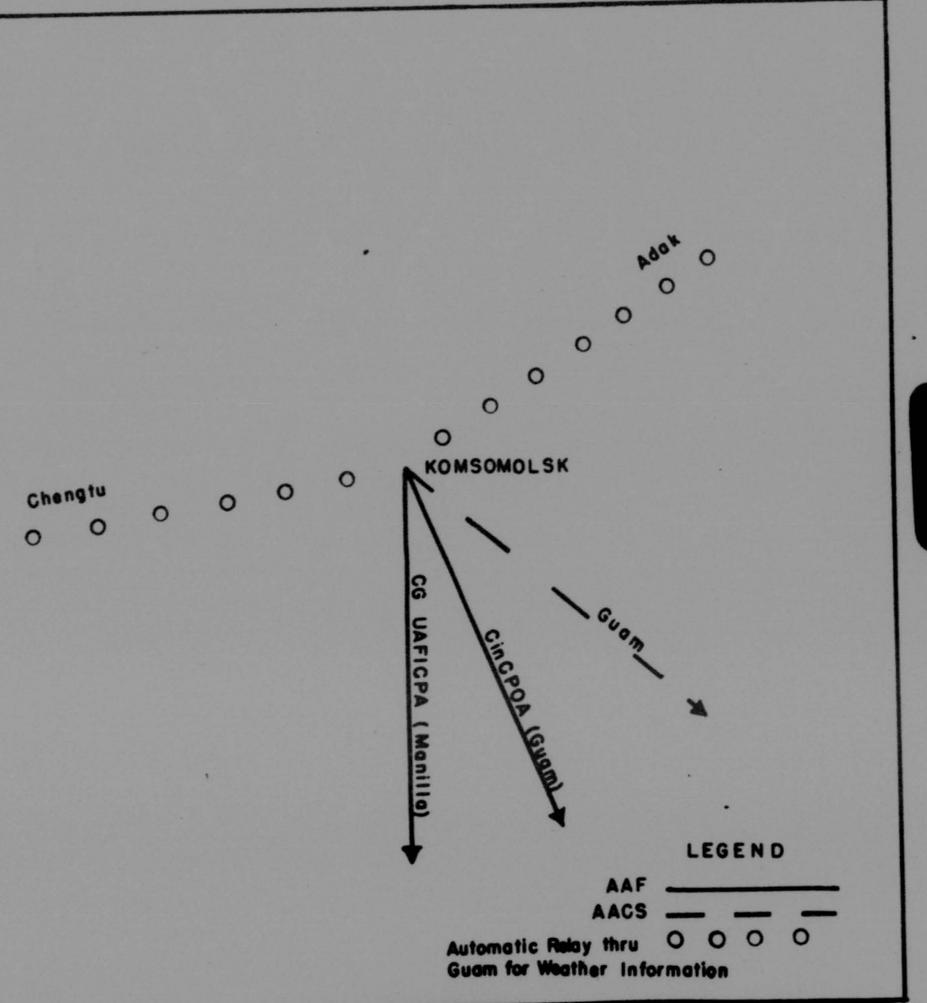
TACTICAL AIR FORCE CIRCUITS

(Major)



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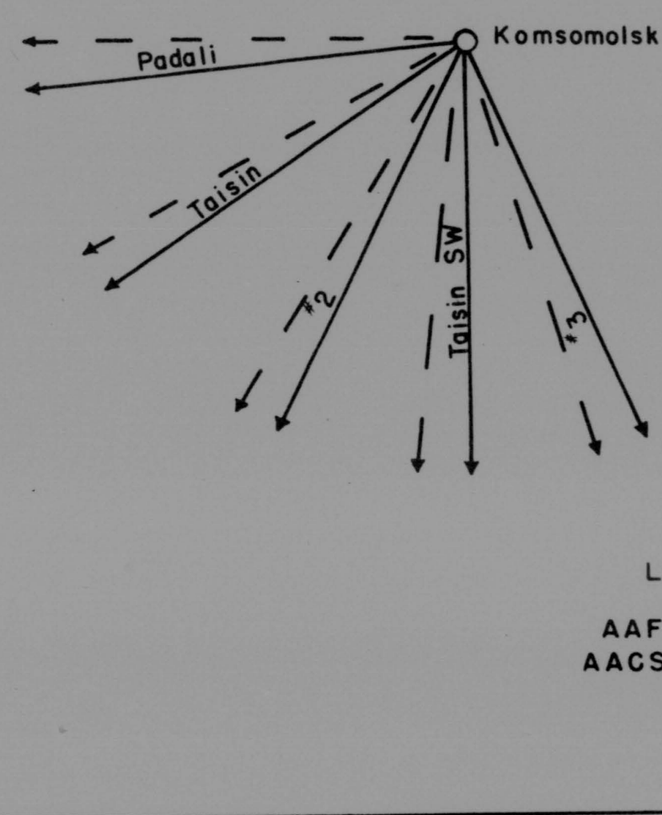
TACTICAL AIR FORCE
Minor Circuits



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CONFIDENTIAL [redacted] AACS - TACTICAL AIR FORCE [redacted]

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
LOCATION	TYPE	STRIPS	AACS WEATHER	AACS NETS	CONTROL TOWER	TTY POS	GROUND/AIR	VHF/DF HOMER	HF/DF	HOMING BEACON	RADIO RANGE	GLIDE PATH	RACONS	MESSAGE CENTER	CRYPT
AAF HQ Komsomolsk #1	1-HB Gp 1-Ftr Gp	2	17-EM 4-O 1-WO		22	8	16		14	2	2	10	4	1	Cl I 20
Komsomolsk Depot #2	1-T/C Sq 1-A/S Sq	1	17-EM 4-O 1-WO		11	16		5							
Komsomolsk #3	1-HB Gp 1-Ftr Gp	2	5-O 10-EM		22	8									
Palali	1-HB Gp 1-Ftr Sq P-ol	1	3-O 10-EM		11	8		5							
Taisin	1-HB Gp 1-Ftr Gp	2	3-O 10-EM		22	8	8	5	5	2	2	10	4		Cl II 5
Taisin SW	1-HB Gp 1-Ftr Gp	2	17-EM 4-O 1-WO		22	8	8	5		2		10	4		Cl II 5
Kalinouka	1-HB Gp 1-Ftr Gp	1	3-O 10-EM		11	8	8	5	5	2	2	10	4		Cl II 5
OFFICERS			26	1	11				1					1	7
ENLISTED MEN			71	28	129	64	40	25	24	8	6	40	16	10	28
TOTAL PERSONNEL			97	29	140	64	40	25	25	8	6	40	16	11	35
												AGGREGATE		536	

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A COMPARISON OF WEATHER CONDISION

AT KHABAROVSK AND KOMSOMOLSK [redacted] CONFIDENTIAL

During the winter hali-year, the Komsomolsk station reports much lower temperatures and lighter winds on most occasions than does Khabarovsk. Day after day, Komsomolsk will run 10° to 20° F. colder than Khabarovsk, and slightly colder than Nikolaevsk at the mouth of the Amur. Occasionally, expecially when cyclonic or frontal conditions are such that Komsomolsk has more wind and hence more turbulence, the reverse will be true. From April through October, however, Komsomolsk is both cooler and windier than Khabarovsk. This condition occurs in connection with cold winds from the Okhotsk Sea which blow inland up the Amur Valley, and is more pronounced in spring and early summer than in fall, when the Okhotsk Sea is usually warmer than the continent. Because Komsomolsk is nearer the sea, cloudiness will be greater, snow will occur more often, and winter precipitation there will be slightly heavier than at Khabarovsk. Also because of lower temperatures, snow should stay on the ground longer, and the ground should thaw out later at Komsomolsk than at Khabarovsk. The number of days with temperatures below freezing is greater at Komsomolsk than at Khabarovsk.

During the winter, low visibilities at Komsomolsk are much more frequent than at Khabarovsk in the morning, slightly more frequent at noon, and less frequent in the evening. In the summer half-year, the Komsomolsk station has consistently better visibility at all hours than does Khabarovsk. Possibly this difference is due to the greater amount of calms in winter and the higher average wind velocities in summer at Komsomolsk than at Khabarovsk, since wind and turbulence have the effect of dispersing fog and city smoke which prevails during calms.

In summation - Khabarovsk has the following advantages over Komsomolsk:

Less frequent and less extreme sub-zero temperatures from November through March.

Drier air at all seasons; drier ground summer and winter.

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Less frequent low visibility due to fog and smoke during mornings in winter half-year.

Lighter and less frequent snowfalls.

Higher temperatures in spring and fall; less frequent cold northeast winds.

Fewer high winds in the summer half-year.

Less cloudiness in fall, winter, and spring.

Komsomolsk is favored over Khabarovsk because of:

Better visibility during summer half-year and during winter afternoons.

Lighter winds in winter

Fewer thunderstorms.

It should be remembered that cyclonic storms occasionally reverse the above picture for short periods. Furthermore, the rapid building up of the city of Komsomolsk and of industries in that vicinity since 1937 may have resulted in some additional smoke and fog pollution during the winter and, possibly, at times in summer, and also, a slight moderation of the most extreme low temperatures. The latter effect would not amount to more than 4° or 5° at any time.

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WEATHER DATA FOR KHABAROVSK

Extracted from "Climate and Weather of Asiatic Portions of USSR and its Air Approaches", Volume III, No. 4, Published in Hqs, AAF

	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV
Temperature												
*Maximum	←	38	→	←	82	→	←	95	→	←	82	→
Mean	-2.9	-9.6	.7	16.2	37.1	51.6	62.1	68.4	67.3	56.5	39.6	17.1
*Minimum	←	46	→	←	-20	→	←	35	→	←	-19	→
Average Precipitation Inches	.32	.20	.20	.28	.94	2.52	3.90	5.00	4.84	1.97	1.30	.59
No. of Days with												
Precipitation	9	4	3	5	8	13	12	13	12	11	7	7
Snow	9	4	4	4	5	1	0	0	0	0	3	6
Fog	0	0	(*)	1.0	1.0	(*)	1.0	1.0	3.0	0	.3	1.3
Gales	1.0	1.0	(*)	1.0	2.0	2.0	(*)	(*)	1.0	1.0	1.0	2.0
Thunderstorms	0	0	0	0	0	2.0	3.0	3.0	4.0	.1	.1	.1
32° or Below	31	31	28	31	18	3	0	0	0	--	--	--
*Clear 0.2	←	49	→	←	26	→	←	19	→	←	53	→
*Partly Cloudy 3-7	←	34	→	←	50	→	←	58	→	←	32	→
*Cloudy 8-10	←	7	→	←	16	→	←	15	→	←	6	→
Average Cloudiness (0-10)	4.1	3.0	2.9	3.9	5.5	6.8	5.2	6.0	5.9	--	--	--
Prevailing Winds (Surface) Direction & Velocity	NW	NW	NW	NW	NW	NW	NW	NW	NW	--	--	--

*For these items, data given for the three month period as shown.

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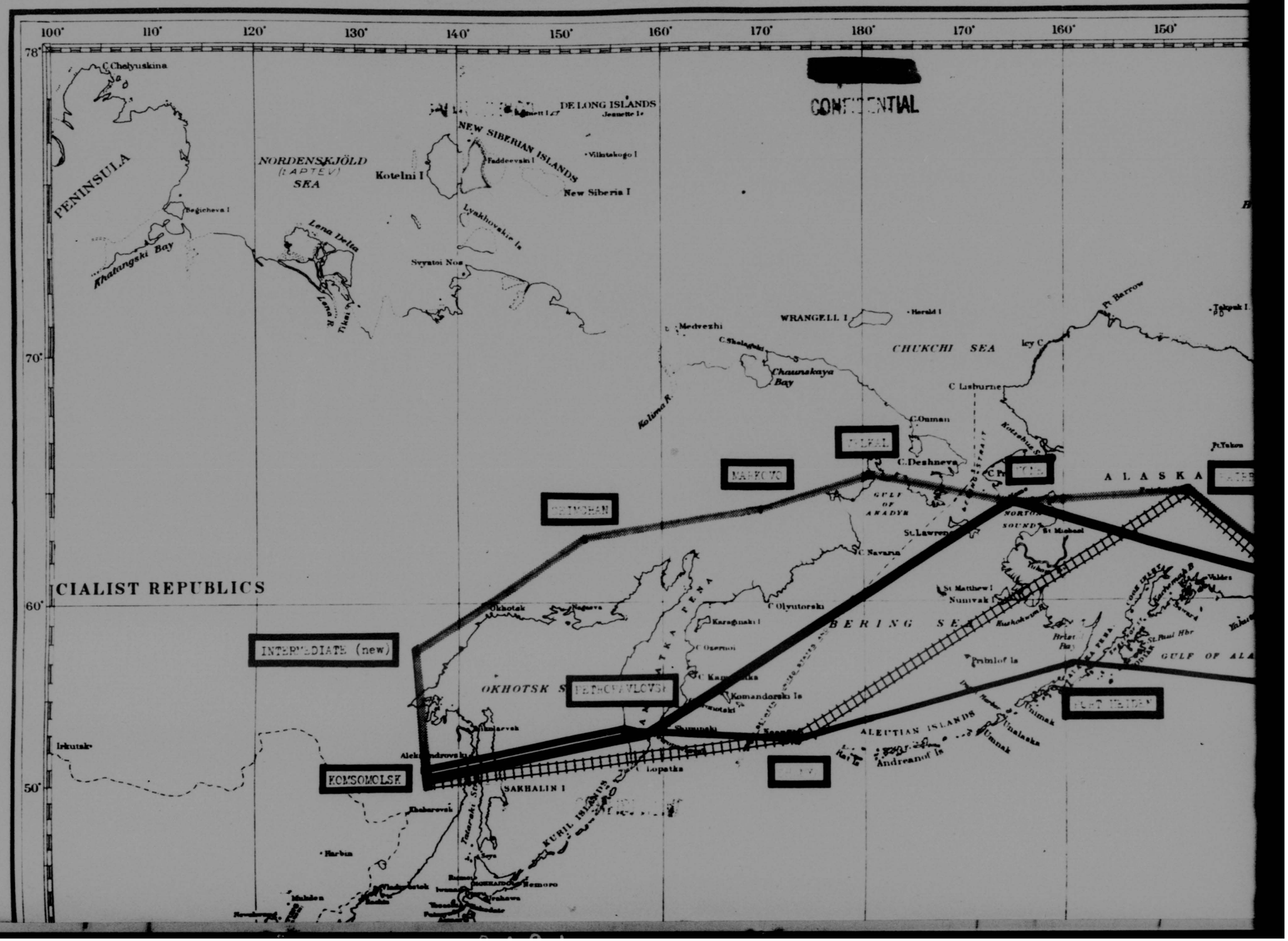

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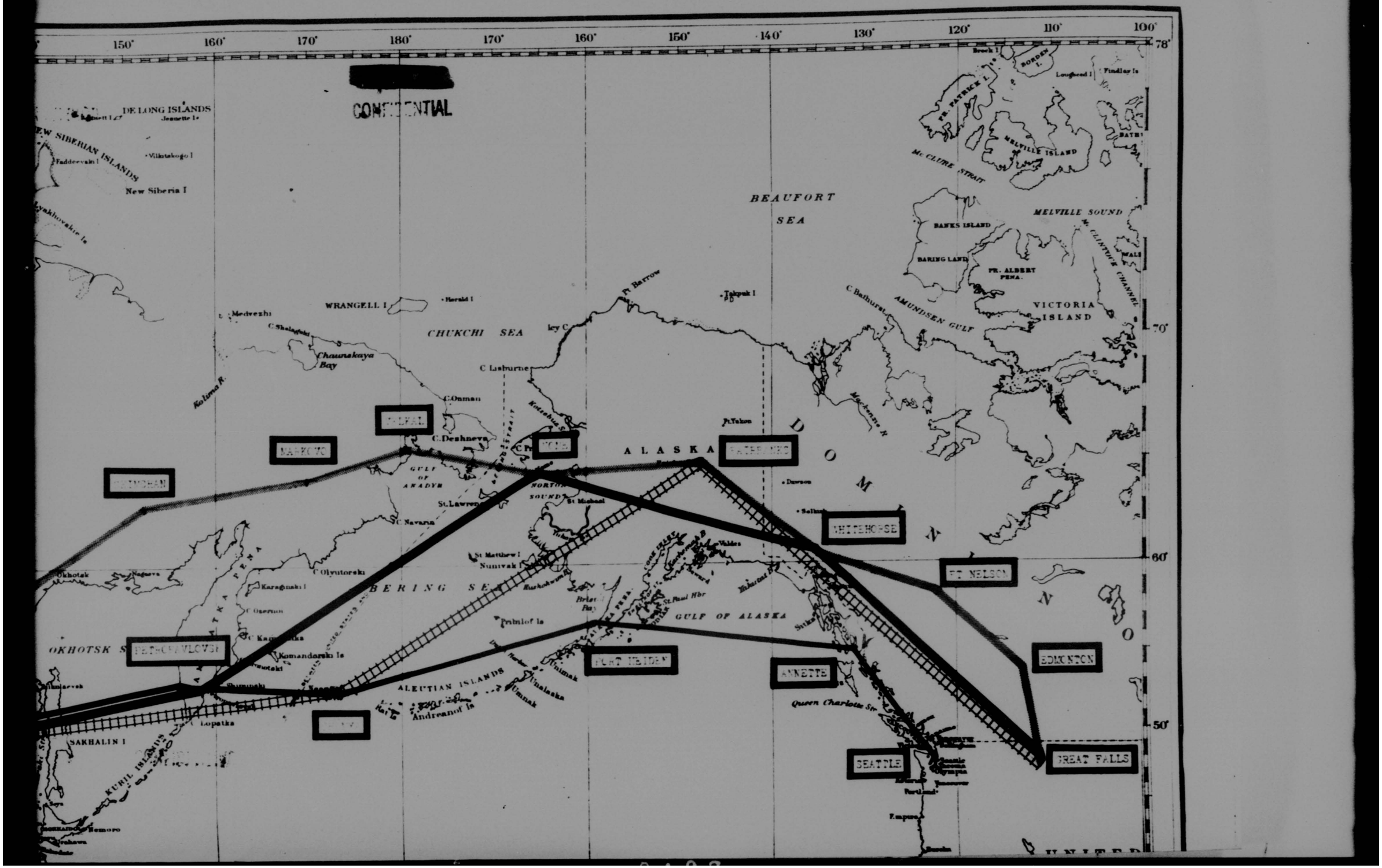
150°
160°
170°
180°
170°
160°
150°
140°
130°
120°
110°
100°
78°
70°
60°
50°
DE LONG ISLANDS
Jeannette I.
New Siberia I
Vilkitskogo I
Faddeevski I
NEW SIBERIAN ISLANDS
Wrangell I
Herald I
Medvezhi
C Shelagski
Chaunskaya Bay
CHUKCHI SEA
Kolyma R.
C Lisburne
C Onman
C Deshnev
Pt Barrow
Icy C
Pt Tokun
C Barbureau
AMUNDSEN GULF
VICTORIA ISLAND
Mackenzie R
ALASKA
Dawson
Selkirk
GULF OF ANADYR
St Lawrence I
C Navarin
St Michael
NORTON SOUND
St Matthew I
Nunivak I
Okhotsk
Nagaeva
C Olyutorski
Karaginski I
BERING SEA
C Kamchatka
Komandorski Is
Attu
Andreanof Is
Unimak
Unalaska
Pribilof Is
St Paul Hbr
Bristol Bay
GULF OF ALASKA
Sitka
Juneau
Wales
Teller
Nome
Kotzebue Sd
Kotzebue
Bering Strait
OKHOTSK SEA
PETROPAVLOVSK
SAKHALIN I
KURIL ISLANDS
Simushir
Iturup
Hokkaido
Honshu
Nemuro
Yokohama
Yokosuka
Tokyo
Nagoya
Osaka
Kobe
Shimonoseki
Fukuoka
Nagasaki
Sasebo
Pusan
Seoul
Inchon
Taegu
Taejon
Kwangju
Mokpo
Chinnampo
Pyongyang
Sinuiju
Antung
Mukden
Dairen
Port Arthur
Yingkow
Tientsin
Peiping
Tsingtao
Nanking
Shanghai
Hangchow
Foochow
Amoy
Swatow
Canton
Hong Kong
Haiphong
Hanoi
Vinh
Tourane
Saigon
Phnom Penh
Bangkok
Rangoon
Mandalay
Lashio
Kunming
Chungking
Chengtu
Lanchow
Sian
Hankow
Changsha
Kweiyang
Kweilin
Nanning
Lungchow
Lashio
Myitkyina
Ledo
Tezpur
Dibrugarh
Chabua
Jorhat
Imphal
Kohima
Dimapur
Silchar
Agartala
Comilla
Dacca
Chittagong
Akyab
Calcutta
Asansol
Patna
Gaya
Benares
Allahabad
Cawnpore
Agra
Delhi
Jodhpur
Karachi
Hyderabad
Jacobabad
Quetta
Kandahar
Herat
Meshed
Tehran
Abadan
Basra
Baghdad
Habbaniya
Mosul
Aleppo
Damascus
Beirut
Haifa
Tel Aviv
Cairo
Alexandria
Tripoli
Benghazi
Tobruk
Sollum
Derna
Algiers
Oran
Tangier
Casablanca
Rabat
Fez
Marrakech
Dakar
Bathurst
Freetown
Monrovia
Accra
Lagos
Kano
Fort Lamy
Abeche
Khartoum
Wadi Halfa
Aswan
Luxor
Asyut
Port Said
Suez
Jidda
Riyadh
Dhahran
Bahrein
Sharjah
Muscat
Aden
Asmara
Addis Ababa
Dire Dawa
Mogadiscio
Nairobi
Mombasa
Kisumu
Entebbe
Kampala
Juba
Malakal
Wau
Kaduna
Ibadan
Enugu
Port Harcourt
Calabar
Douala
Yaounde
Bangui
Fort Archambault
Fort Crampel
Fort Lamy
Fort Sibut
Fort Archambault
Fort Crampel
Fort Sibut
Fort Lamy

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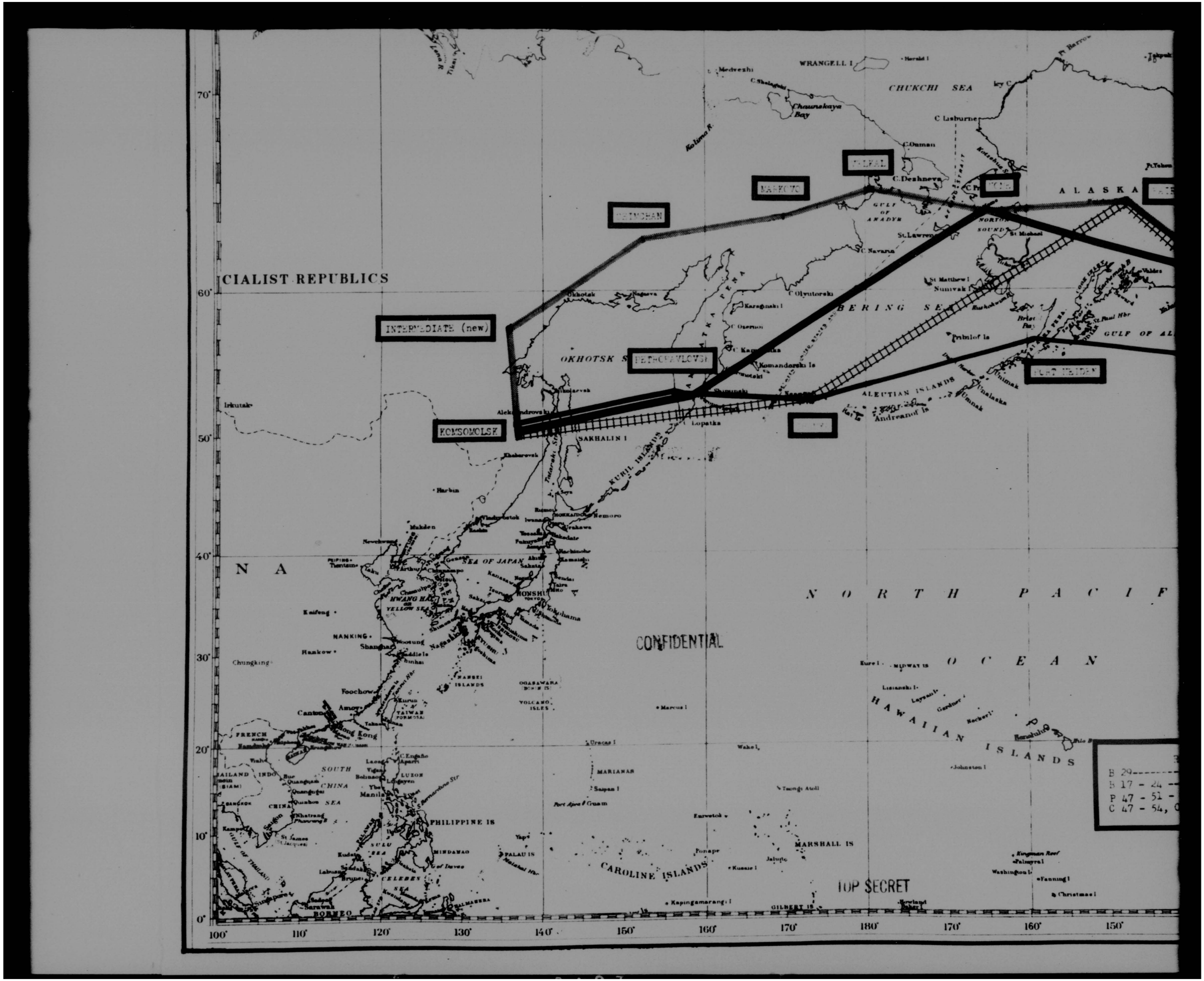

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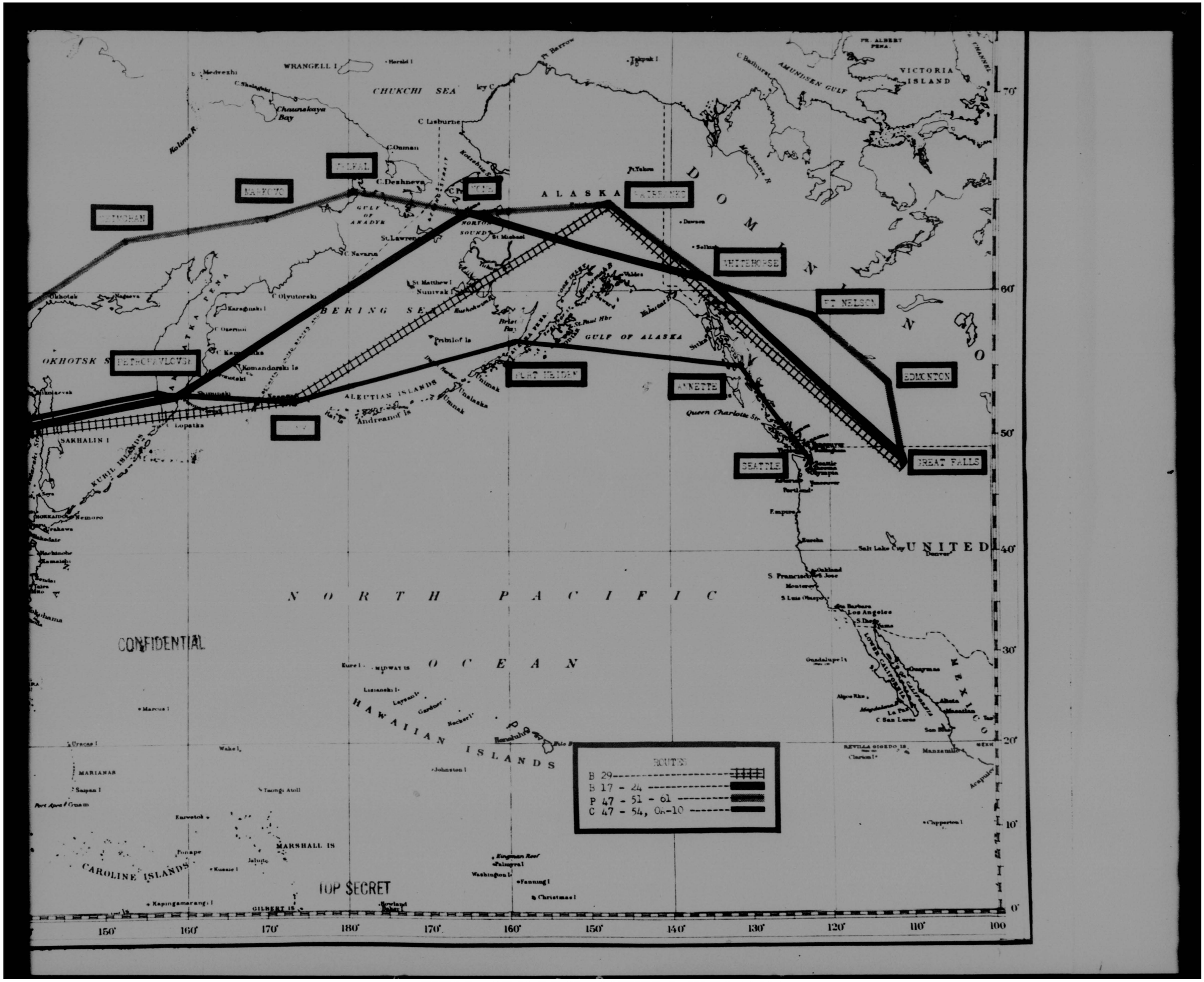

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Operational Plans Division
Organization and function chart

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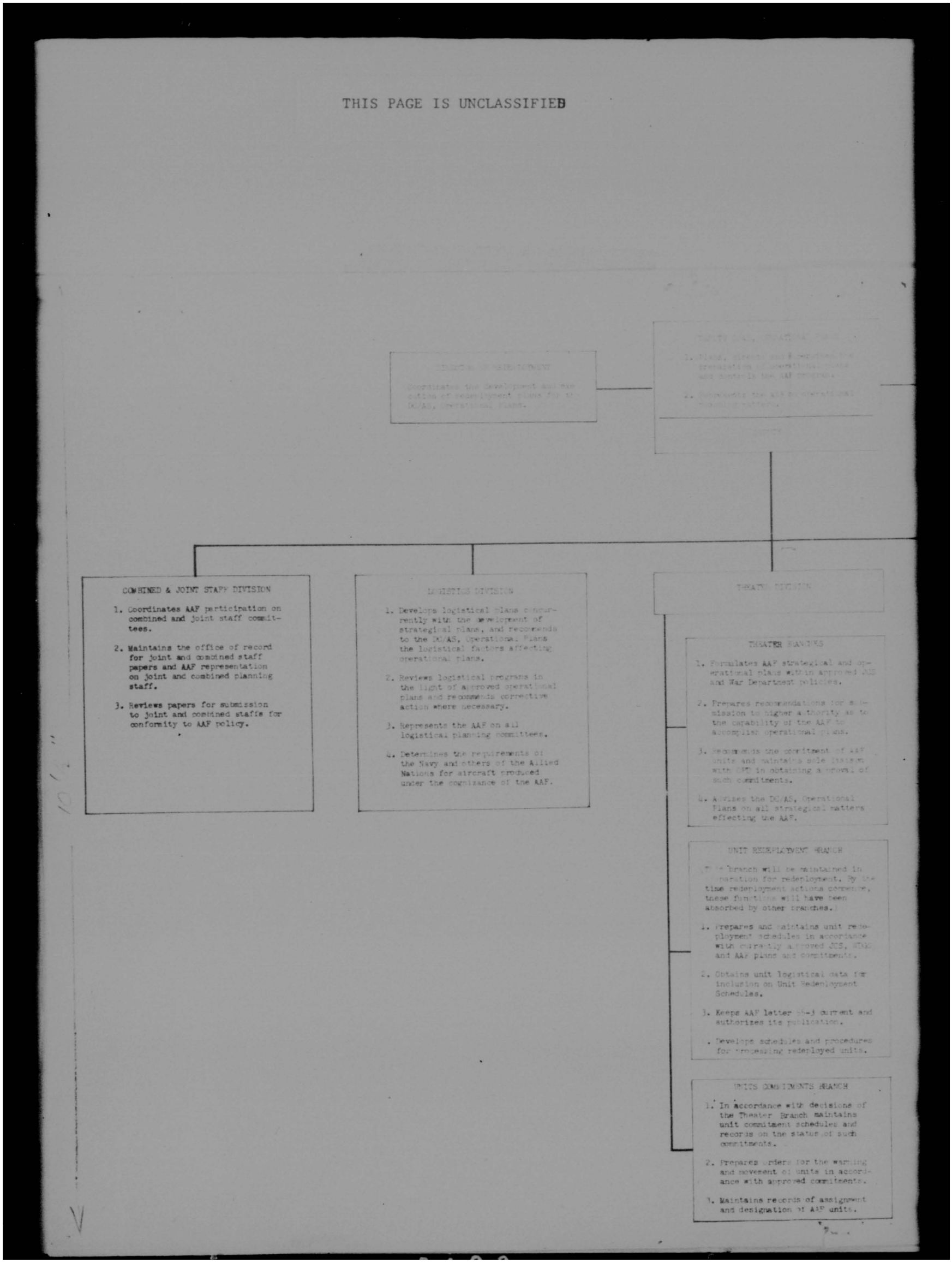

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DEPUTY CHIEF OF AIR STAFF
OPERATIONAL PLANS

THEATER DIVISION

THEATER PLANNING

1. Formulates AAF strategical and operational plans within approved JCS and War Department policies.

2. Prepares recommendations for submission to higher authority as to the capability of the AAF to accomplish operational plans.

3. Recommends the commitment of AAF units and maintains sole liaison with OPD in obtaining approval of such commitments.

4. Advises the DC/AS, Operational Plans on all strategical matters effecting the AAF.

UNIT REDEPLOYMENT BRANCH

(The branch will be maintained in operation for redeployment. By the time redeployment actions commence, these functions will have been absorbed by other branches.)

1. Prepares and maintains unit redeployment schedules in accordance with currently approved JCS, ETOUSA and AAF plans and commitments.

2. Obtains unit logistical data for inclusion on Unit Redeployment Schedules.

3. Keeps AAF letter 55-3 current and authorizes its publication.

4. Develops schedules and procedures for processing redeployed units.

UNITS COMMITMENTS BRANCH

1. In accordance with decisions of the Theater Branch maintains unit commitment schedules and records on the status of such commitments.

2. Prepares orders for the warning and movement of units in accordance with approved commitments.

3. Maintains records of assignment and designation of AAF units.

TROOP BASIS DIVISION

UNIT BOUNDARIES BRANCH

1. Maintains the troop basis of the AAF and obtains War Department approval.

2. Controls the authorized strength of the AAF.

ACTIVATIONS BRANCH

Controls and initiates action to activate and disband units in accordance with the approved troop basis.

TROOP REQUIREMENTS BRANCH

1. Translates the troop basis into over-all personnel requirements.

2. Prepares over-all schedules of requirements for trained personnel.

3. Prepares long range personnel allocation charts on the basis of requirements and availabilities and furnishes to AC/AS, Personnel as a basis for manning of units and assignment of personnel.

STRENGTH REVIEW AND CONTROL BRANCH

Reviews the authorized strength requirements of the troop basis and recommends means and methods of adjusting authorized strengths to meet approved plans.

AIRCRAFT AND CREW DIVISION

1. Determines AAF requirements for aircraft and combat crews and prepares aircraft and combat crew allocations on the basis of availability and approved requirements.

2. Coordinates the flow of available aircraft and crews in accordance with approved allocations.

3. Initiates action for the preparation of aircraft movement orders and forwards to AC/AS, M&S.

4. Prepares orders for the movement of combat crews.

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Organization Plan for
Post-War Supply.

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ORGANIZATION PLAN FOR POST-

1	2	3	4	5	6	7	8								
					REGULAR ARMY OVERSEAS										
		T/O & E	Aggregate Strength		Area "A"		Area "B"		Area "C"		Total		Z/I		
Line	Type Unit	No. Date	War	Peace	No.	Str.	No.	Str.	No.	Str.	No.	Str.	No.	Str.	
1.	I. COMBAT AIR FORCES														
2.	Air Force, Hq & Hq Sq	1-800-1 7/43	730	730	1	730	1	730	1	730	3	2190	3	3054	
3.		A	1018	1018									1	2563	
4.		A	2563	2563									1	340	
5.	Command, Air Defense, Hq & Hq Sq	A	340	340											
6.	Bomb (VH), Hq & Hq Sq	1-180-1S 4/44	330												
7.	Alaskan Air, Hq & Hq Sq	A	256	256			1	256			1	256			
8.	Fighter, Hq & Hq Sq	1-50-1S 8/43	468										1	340	
9.	Tactical Air, Hq & Hq Sq	1-500-1 6/45	340	340									1	173	
10.	Troop Carrier, Hq & Hq Sq	A	173	173											
11.		1-300-1S 2/43	489	525											
12.	Wing, Air Defense, Hq & Hq Sq	A	245	245	1	245	2	490	1	245	4	980			
13.	Bomb, VH, Hq & Hq Sq	1-160-1 6/44	224	224			1	224	1	224	2	448	2	448	
14.	Bomb, L, Hq & Hq Sq	1-110-1 4/43	172	172									1	172	
15.	Fighter, Hq & Hq Sq	1-550-1 7/43	241												
16.	Ren, Hq & Hq Sq	A	142	142									1	142	
17.	Troop Carrier, Hq & Hq Sq	1-310-1 12/43	173												
18.	Group, Bomb, VH, Hq	1-112R 3/45	91	91	1	91	2	182	2	182	5	455	7	637	
19.	Bomb L, Hq	1-112R 3/45	88	88									3	264	
20.	Fighter, Hq	1-12R 3/45	77	77	1	77	1	77	1	77	3	231	3	231	
													1	103	

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SUPPLY — REVISION NO.

9	10	11	12	13	14	15	16	17	18
	TRAINING ARMY		RESERVE ARMY						
Total	Regular	Trainees	National Guard	Organized Reserves	TOTAL	M-Day Force	Augmentation Needed for War Strength	M + 12 MO. ARMY Units to be Formed	4.5 ARMY
o. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	Str.	No. Str.	No. Str.
2190					3 2190			2 1460	5 3650
3054					3 3054				3 3054
2563					1 2563				1 2563
340					1 340				1 340
256					1 256			3 990	3 990
									1 256
340					1 340			4 1872	4 1872
173					1 173	330		5 1700	6 2040
980					4 980			1 525 403	2 886 1050
896	2 448	2 448			6 1344				4 980
172	1 172	1 172			2 344			6 1344	12 2688
	3 723	3 723			3 723			2 344	4 688
142					1 142			9 2169	12 2892
	1 173	1 173			1 173			3 426	4 1088
1092	6 546	6 546			18 1638			4 692	5 865
264	2 176	2 176			5 440			27 2457	45 4095
462	13 1001	13 1001			19 1463			10 880	15 1320
203	2 206	2 206			3 309			26 2002	45 3465
237	3 237	3 237			6 474			5 525	8 824
								12 948	18 1422

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21.	Ron, Hq	1-752	3/45	[illegible]	[illegible]										
22.	Troop Carrier, Hq	1-312R	3/45	79	79					1	79	1	79	2	158
23.	Control & Warning	A		1432	1432					1	1432	1	1432	1	1432
24.	Tactical Control, Hq	A	11/43	83	83									1	83
25.	Squadron, Bomb, VH (Double Crew)	1-167R	3/45	394	394	4	1576	8	3152	8	3152	20	7880	28	11032
26.	Bomb (L), (Double Crew)	1-137R	3/45	256	256									12	3072
27.	Composite			278											
28.	Fighter (SE)	1-27R	5/45	183	183	3	549	3	549	3	549	9	1647	9	1647
29.	Geodetic Control	1-1097	3/45	316	316									1	316
30.	Liaison	1-977	5/45	116	116									1	116
31.	Night Fighter	1-67	9/44	312	312	1	312			1	312	2	624	2	624
32.	Ron, VLR (Photo)	1-898		750										4	3000
33.	Ron, VLR (RCM)			716										1	716
34.	Ron, VLR (Ph & Wx)			624				1	624	1	624	2	1248		
35.	Ron, VLR (Ph & Wx)			460		1	460					1	460		
36.	Ron, Photo			406										3	1218
37.	Ron, Photo (Sp)	A		458										1	458
38.	Tactical Ron	1-267	4/45	282		1	282	1	282	1	282	3	846	3	846
39.	Ron (Night)			437										1	437
40.	Ron (Light)			178										1	178
41.	Troop Carrier	1-317R	3/45	358	358					4	1432	4	1432	4	1432
42.		≠ Sep Sq Aug		437	437	1	437	1	437			2	874	2	874
43.	Tactical Control	1-47	10/44	521	521									1	521

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2	2864					2	2864				2	2864
1	83					1	83	5	415		6	498
48	18912	24	9456	24	9456	72	28368	108	42552		180	70920
12	3072	8	2048	8	2048	20	5120	40	10240		60	15360
		48	13344	48	13344	48	13344	-13344				
18	3294	39	7137	39	7137	57	10431	123	22509		180	32940
1	316					1	316				1	316
1	146	1	146	1	146	2	292	10	1460		12	1752
4	1248	4	1248	4	1248	8	2496	17	5304		25	7800
4	3000	3	2250	3	2250	7	5250	4	3000		11	8250
1	716					1	716	1	716		2	1432
2	1248					2	1248	-1248				
1	460					1	460	-460				
3	1218	4	1624	4	1624	7	2842	10	4060		17	6902
1	458					1	458				1	458
6	1692	3	846	3	846	9	2538	15	4230		24	6768
1	437	2	874	2	874	3	1311	5	2185		8	3496
1	178	2	356	2	356	3	534	5	890		8	1424
8	2864	12	4296	12	4296	24	8592	32	11456		40	14320	72	25776
4	1748							4	1748	-1748				
1	521					1	521	2	1042		3	1563

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Line	Type Unit	T/O & E No.	T/O & E Date	Aggregate Strength War	Aggregate Strength Peace	REGULAR ARMY OVERSEAS Area "A" No.	Area "A" Str.	Area "B" No.	Area "B" Str.	Area "C" No.	Area "C" Str.	Total No.	Total Str.	Z/I No.	Z/I Str.
1.	Squadron, Radar Control	A		659	659									2	1318
2.	Control & Warning	A		249	249	1	249	2	498	1	249	4	996		
3.	Unit, Special Weapons	A		1064	1064									1	1064
4.	Combat Camera	~~178~~	~~4/43~~	~~38~~	~~38~~									1	~~38~~ 36
5.	TOTAL, COMBAT AIR FORCES						5008		7501		9569		22078		~~39071~~ 37047
6.	II. AIR CORPS SERVICES														
7.	Command, Air Service, Hq & Hq Sq	1-400-2S	9/43	543	473	1	543	1	543	1	543	3	1629		—
8.	Air Service Area, Hq & Hq Sq	1-400-3S	5/43	257	219			1	257			1	257		
9.	Air Depot	A	AG Ltr 3/45	80	80	1	80	2	160	1	80	4	320		
10.	Group, Air Depot, Hq & Base Svc Sq	1-562R	5/45	390	320	1	390	1	390	1	390	3	1170	4	1280
11.	Air Service, Hq & Base Svc Sq	1-452R	3/45	256	210									1	210
12.				293	240	1	293	2	586	3	879	6	1758	12	2880
12A				321	263	1	321	1	321	1	321	3	963	3	789
12B				36	29	1	36	1	36			2	72		
13.	Squadron, Air Ammo, ADG	1-564R	5/45	219	177	1	219	1	219	1	219	3	657	4	708
14.	Airdrome	1-487	5/44	157							—				
15.	Air Engineering, ASO	1-457R	3/45	276	224									1	224
16.				436	352									3	1056
17.				650	524	1	650	2	1300	2	1300	5	3250	7	3668
18.				391	316	1	391	1	391	1	391	3	1173	3	948
19.				420	339					1	420	1	420	2	678
20.				56	45	1	56	1	56			2	112		

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21.	Air Cargo Resupply			140	114									1	114		
22.	Air Materiel, ASC	1-458R	4/44	212	172									3	526		
23.				323	261	1	323	2	646	2	646	5	1615	7	1827	1	
24.				189	153	1	189	1	189	1	189	3	567	3	459		
25.				163	132					1	163	1	163	2	264		
26.				28	22	1	28	1	28			2	56				
27.																	
28.	Aircraft Assembly	A AG Ltr 9/42		258													
29.	Air Repair, ADG	1-567R	5/45	529	428	1	529	1	529	1	529	3	1587	4	1712		
30.	Air Supply, ADG	1-568R	5/45	439	356	1	439	1	439	1	439	3	1317	4	1424		
31.	Air Vehicle Rep, ADG	1-569R	5/45	241	195	1	241	1	241	1	241	3	723	4	780		
32.	Motor Transport, ADG	1-988R	5/45	225	181	1	225	1	225	1	225	3	675	4	724		
33.	Comm, Tactical Control Group	A AG Ltr 6/45		304	246									1	246		
34.	Comm, Tactical Air Command	1-547	10/43	219	176									1	176		
35.	Unit, Depot Army	1-407	5/44	61	50									1	50		
36.	Detachment, Radar Calibration	1-727	1/44	35	30	1	35	2	70	1	35	4	140	3	90		
37.	Radar Intelligence	A		122	99									1	99		
38.	TOTAL, AIR CORPS SERVICES						4988		6626		7010		18624		20922		
39.	III. MISCELLANEOUS OPERATING PERSONNEL																
40.	Squadron, Aviation	1-999	8/43	253	203	1	253	2	506	1	253	4	1012				
41.	Emergency Rescue	1-987	11/44	447	379					1	447	1	447	2	758		
42.				251		1	251	1	251			2	502				
43.	Emergency Rescue Boat	1-989	12/43	296	247					1	296	1	296	2	494		
44.				217		1	217	1	217			2	434				
45.	Photo Spec	A (PAT)	3/43	461	385									1	385		

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SUPPLY — REVISION NO.

9	10	11	12	13	14	15	16	17	18
	TRAINING ARMY		RESERVE ARMY			M-Day Force	Augmentation Needed for War Strength	M + 12 MO. ARMY Units to be Formed	4.5 ARMY
Total	Regular	Trainees	National Guard	Organized Reserves	TOTAL				
No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	Str.	No. Str.	No. Str.
2 1318						2 1318		4 2636	6 3954
4 996						4 996			4 996
1 1064						1 1064			1 1064
1 ~~32~~ 210			6 ~~192~~ 180	6 ~~192~~ 180		7 ~~224~~ 210		5 ~~160~~ 150	12 ~~384~~ 360
~~61249~~ 61147			176k0 ~~34255~~ 34143	~~51795~~ 51783	~~112904~~ 112930		-16448	~~135342~~ 134033	~~232715~~ 230515
3 1629						3 1629		5 2715	8 4364
1 257						1 257		3 771	4 1028
4 320						4 320		1 80	5 400
7 2450			7 2730	7 2730		14 5180	280	24 9360	38 14820
1 210			5 1280	5 1280		6 1490	46	24 6144	30 7680
8 4638			11 3223	11 3223		29 7861	636	49 14357	78 22854
6 1752			13 4173	13 4173		19 5925	174	26 8366	45 14445
2 72						2 72	-72		
7 1365			7 1533	7 1533		14 2898	168	24 5256	38 8322
			10 1570	10 1570		10 1570		26 4082	36 5652
1 224			2 552	2 552		3 776	52	27 7452	30 8280
3 1056			2 872	2 872		5 1928	252	10 4360	15 6540
2 6918			6 3900	6 3900		18 10818	882	27 17550	45 29250
6 2121			13 5083	13 5083		19 7204	225	26 10166	45 17595
3 1098			3 1260	3 1260		6 2358	162	12 5040	18 7560
2 112						2 112	-112		
								8 1480	8 1480
								27 3780	30 4200

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1	114										
3	516	2	424	2	424	5	940	120	10	2120	15	3180
2	3442	6	1938	6	1938	18	5380	434	27	8721	45	14535
6	1026	13	2457	13	2457	19	3483	108	26	4914	45	8505
3	427	3	489	3	489	6	916	62	12	1956	18	2934
2	56					2	56	-56				
									2	516	2	516
7	3299	7	3703	7	3703	14	7002	404	24	12696	38	20102
7	2741	7	3073	7	3073	14	5814	332	24	10536	38	16682
7	1503	7	1687	7	1687	14	3190	184	24	5784	38	9158
7	1399	7	1575	7	1575	14	2974	176	24	5400	38	8550
1	246					1	246	58	5	1520	6	1824
1	176					1	176	43	5	1095	6	1314
1	50					1	50	11	5	305	6	366
7	230					7	230	15	7	245	14	490
1	99					1	99	23	5	610	6	732
	39546		41802		41802		81348	~~4873~~ 4633		157357		243338
4	1012					4	1012		6	1518	10	2530
3	1205					3	1205	528	3	1341	8	3576
2	502					2	502					
3	790					3	790	256	3	888	8	2368
-2	434					2	434					
1	385					1	385	76			1	461

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ORGANIZATION PLAN FOR POST-WAR SUPPLY — REVISION NO.

1	2		3		4	5	6	7	8	9	10	11	12
		T/O & E		Aggregate Strength	REGULAR ARMY OVERSEAS				Z/I	Total	TRAINING ARMY		RESER
Line	Type Unit	No.	Date	War Peace	Area "A" No. Str.	Area "B" No. Str.	Area "C" No. Str.	Total No. Str.	No. Str.	No. Str.	Regular No. Str.	Trainees No. Str.	National Guard No. Str.
1.	Squadron, Photo Tech	1-778	5/45	317 263					2 526	2 526			
2.				266 217					1 217	1 217			
3.	Radio (M)	1-1027	1/45	319 260					1 260	1 260			
4.	Tow Target	1-1077	8/44	156 129	1 156	2 312	1 156	4 624	2 258	6 882			
5.	Weather	A								3000		3000	
6.	Weather Recn, VLR	1-297	3/45	695					1 695	1 695			
7.	Weather Recn	T/O & Prop		360									
8.	Unit, Historical	20-12	10/44	4 4	1 4	2 8	1 4	4 16	3 12	7 28			
9.	Altitude Training	A	7/43	28									
10.	Motion Picture (16)	1-707	6/44	10 10	1 10	2 20	1 10	4 40	3 30	7 70			
11.	Domestic Photo	A		461									
12.	Statistical Control	1-797	10/43	493 409					1 409	1 409			
13.				68 57	1 68	1 68	1 68	3 204	6 342	9 546			
14.				92	1 92	1 92	1 92	3 276		3 276			
15.				30		1 30	1 30	2 60		2 60			
16.				113									
17.	Lab, Photo, Bomb Group (VH)	1-119	7/44	21 21	1 21	2 42	1 21	4 84	7 147	11 231			
18.	Detachment, Radio Security	1-952	6/44										
19.	Cold Weather Testing	A	11/43	652 541					1 541	1 541			
20.	Counter Intelligence Corps	30-500	1/44										
21.	Bands	20-107	3/44	29 23	2 58	2 58	2 58	6 174	12 246	18 450			
				102 102					1 102	1 102			
													12621

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ORGANIZATION PLAN FOR POST-WAR SUPPLY — REVISION NO.

5	6	7	8	9	10	11	12	13	14	15	16	17	18
REGULAR ARMY OVERSEAS					TRAINING ARMY		RESERVE ARMY						
Area "B"	Area "C"	Total	Z/I	Total	Regular	Trainees	National Guard	Organized Reserves	TOTAL	M-Day Force	Augmentation Needed for War Strength	M + 12 MO. ARMY Units to be Formed	4.5 ARMY
No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	Str.	No. Str.	No. Str.
			2 526	2 526				3 951	3 951	5 1477	108	15 4755	20 6340
			1 217	1 217						1 217	-217		
										1 260	59	13 4147	14 4466
			1 260	1 260									
2 312	1 156	4 624	2 258	6 882						6 882	54	2 312	8 1248
			3000	3000						3000	3000		6000
			1 695	1 695					1 695	2 1390		3 2085	5 3475
									1 360	1 360		2 720	3 1080
2 8	1 4	4 16	3 12	7 28						7 28		1 4	8 32
												8 224	8 224
2 20	1 10	4 40	3 30	7 70						7 70		9 90	16 160
												1 461	1 461
			1 409	1 409						1 409	84		1 493
1 68	1 68	3 204	6 342	9 546						9 546	66		9 612
1 92	1 92	3 276		3 276						3 276		5 460	8 736
1 30	1 30	2 60		2 60						2 60		7 210	9 270
												1 113	1 113
2 42	1 21	4 84	7 147	11 231						17 357		28 588	45 945
												1 447	1 447
			1 541	1 541						1 541	111		1 652
												1 300	1 300
2 58	2 58	6 174	12 296	18 450						18 450	72	112 3248	130 3770
			1 102	1 102						1 102			1 102
				12621					2132	14753	~~1221~~ 4197	21911	~~40861~~

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22. [illegible]																
23. TOTAL, MISCELLANEOUS OPERATING PERSONNEL						1130		1604		1435		4169		8452		12621
24. IV. ARMS AND SERVICES WITH THE ARMY AIR FORCES																
25. CHEMICAL Chemical Company Air Operations	3-457	9/44	134	108	1	134	2	268	1	134	4	536	3	324	7	860
26. Subtotal						(134)		(268)		(134)		(536)		(324)		(860)
ENGINEER																
27. Engineer Regiment (Less 3 Bns)	5-411	4/42	273	223	1	273	1	273	1	273	3	819	2	446	5	1265
28. Battalion, Avn	~~5-455~~ 5-415	5/43	777	628	1	777	2	1554	1	777	4	3108	2	1256	6	4364
29. Company, Avn, Topo	5-447		155	118					1	155	1	155	1	118	2	273
30. Subtotal						(1050)		(1827)		(1205)		(4082)		(1820)		(5902)
MEDICAL																
31. ~~Hospital, Field~~	~~8-520~~	~~8/44~~	~~222~~	~~186~~	~~1~~	~~222~~	~~1~~	~~222~~	~~1~~	~~222~~	~~3~~	~~666~~	~~3~~	~~558~~	~~6~~	~~1224~~
32. Squadron, Air Evac	8-447	2/43	87	76									1	76	1	76
33. Section, Vet, Avn	8-497	11/43	3	3	1	3	2	6	1	3	4	12	3	9	7	21
34. Dispensary, Avn	8-450	3/44	28	23	1	28	1	28	1	28	3	84			3	84
35. Central Medical Establishment	8-460	3/44	106	106					1	106	1	106	1	106	2	212
36. Detachment, Dental Opr	8-500	1/45	2	2	1	2	2	4	1	2	4	8	3	6	7	14
37. At Large	A															
38. Vet, Avn	8-487	11/43	4	4	1	4	2	8	1	4	4	16	3	12	7	28
39. Subtotal						(~~2~~59)		(~~2~~68)		(~~3~~65)		(~~8~~02)		(~~7~~67)		(~~16~~59)

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1604		1435		4169		8452		12621		2132		2132		14753	~~4197~~ 4197		21911		40861 ✓		
2	268	1	134	4	536	3	324	7	860	6	804	6	804	13	1664	78	8	1072	21	2814	
	(268)		(134)		(536)		(324)		(860)		(804)		(804)		(1664)	(78)		(1072)		(2814)	
														5	1265	100	3	819	8	2184	
1	273	1	273	3	819	2	446	5	1265	6	4662	6	4662	12	9026	298	49	38073	61	47397	
2	1554	1	777	4	3108	2	1256	6	4364					2	273	37	6	930	8	1240	
		1	155	1	155	1	118	2	273												
	(1827)		(1205)		(4082)		(1820)		(5902)		(4853)		(4853)		(10755)	(435)		(44421)		(55611)	
~~1~~	222	1	222	3	666	3	558	6	~~1224~~	6	1332	6	1332	12	2556	108			12	2664	
						1	76	1	76	5	435	5	435	6	511	11	12	1044	18	1566	
														7	21				7	21	
2	6	1	3	4	12	3	9	7	21												
1	28	1	28	3	84			3	84	3	84	3	84	6	168		24	672	30	840	
		1	106	1	106	1	106	2	212					2	212				2	212	
2	4	1	2	4	8	3	6	7	14					7	14		7	14	14	28	
																2000				2000	
2	8	1	4	4	16	3	12	7	28					7	28		1	4	8	32	
	(~~268~~)		(~~365~~)		(~~892~~)		(~~787~~)		(~~1859~~)		(~~1851~~)		(~~1851~~)		(~~3910~~)	(~~2159~~)		(1734)		(~~7393~~)	

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1	2		3	4	5	6	7		8		9		10		11		12	
				REGULAR ARMY OVERSEAS									TRAINING ARMY				RS Natio	
Line / Type Unit	T/O & E No.	Date	Aggregate Strength War / Peace	Area "A" No.	Str.	Area "B" No.	Str.	Area "C" No.	Str.	Total No.	Str.	Z/I No.	Str.	Total No.	Str.	Regular No.	Str.	Trainees No.	Str.	Guar No.	S
MILITARY POLICE																					
1. Company	19-217	1/45	101																		
2. Subtotal																					
~~QUARTERMASTER~~																					
3. ~~Car Platoon~~	10-87	8/44	26	~~21~~	~~1~~	26	1	26	1	26	3	78			3	78					
4. Subtotal						(26)		(26)		(26)		(78)				(78)					
SIGNAL																					
5. Battalion, Heavy Construction	11-65	4/44	427	346	1	427	1	427	1	427	3	1281	1	346	4	1627					
6. Tactical Air Command			690	563									1	563	1	563					
7. Company, Avn	11-217	5/42	172																		
8. (Less R.I.Platoon)	11-217RS	5/42	142	115	1	142	2	284	1	142	4	568	1	115	5	683					
9. Wing	11-247	7/42	89	72			1	89	1	89	2	178	5	360	7	538					
10. Troop Carrier Wing	11-257	8/43	134																		
11. Team, Radio Maintenance	11-357	5/44	133	109	1	133	2	266	1	133	4	532	3	327	7	859					
12. Subtotal						(702)		(1066)		(791)		(2559)		(1711)		(4270)					
13. TOTAL, ARMS AND SERVICES WITH THE ARMY AIR FORCES						~~2171~~ 1933		~~3455~~ 3207		~~2521~~ 2273		~~8147~~ 7403		~~4622~~ 4064		~~12769~~ 11467					
14. V. TOTAL - AIR TRANSPORT COMMAND ALLOTMENT														9000		9000					
15. VI. TOTAL - INSTRUCTORS AND TRAINEES ALLOTMENT																			33838	210000	
														68454		68454					

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ORGANIZATION PLAN FOR POST-WAR SUPPLY — REVISION NO.

5	6	7	8	9	10	11	12	13	14	15	16	17	18
AR ARMY OVERSEAS					TRAINING ARMY		RESERVE ARMY						
rea "B"	Area "C"	Total	Z/I	Total	Regular	Trainees	National Guard	Organized Reserves	TOTAL	M-Day Force	Augmentation Needed for War Strength	M + 12 MO. ARMY Units to be Formed	4.5 ARMY
o. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	No. Str.	Str.	No. Str.	No. Str.
												60 6060	60 6060
												(6060)	(6060)

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3.	~~Gap Platoon~~	~~11-87~~	~~8/44~~	~~26~~	~~21~~	~~1~~	~~26~~	~~1~~	~~26~~	~~1~~	~~26~~	~~3~~	~~78~~			~~3~~	~~78~~		
4.	Subtotal						(26)		(26)		(26)		(78)				(78)		
	SIGNAL																		
5.	Battalion, Heavy Construction	11-65	4/44	427	346	1	427	1	427	1	427	3	1281	1	346	4	1627		
6.	Tactical Air Command			690	563									1	563	1	563		
7.	Company, Avn	11-217	5/42	172															
8.	(Less R.I.Platoon)	11-217RS	5/42	142	115	1	142	2	284	1	142	4	568	1	115	5	683		
9.	Wing	11-247	7/42	89	72			1	89	1	89	2	178	5	360	7	538		
10.	Troop Carrier Wing	11-257	8/43	134															
11.	Team, Radio Maintenance	11-357	5/44	133	109	1	133	2	266	1	133	4	532	3	327	7	859		
12.	Subtotal						(702)		(1066)		(791)		(2559)		(1711)		(4270)		
13.	TOTAL, ARMS AND SERVICES WITH THE ARMY AIR FORCES						~~2171~~ 1923		~~3455~~ 3207		~~2521~~ 2273		~~8147~~ 7403		~~5622~~ 4064		~~12769~~ 11467		
14.	V. TOTAL - AIR TRANSPORT COMMAND ALLOTMENT														9000		9000		
15.	VI. TOTAL - INSTRUCTORS AND TRAINEES ALLOTMENT																	33838	210000
16.	VII. TOTAL - STUDENTS AND OVERHEAD ALLOTMENT														68454 ~~67290~~		~~64431~~ ~~67290~~		
17.	GRAND TOTAL - AIR FORCES						~~13297~~ 13049		~~19186~~ 18938		~~20535~~ 20287		~~53018~~ 52274		~~149217~~ 149961		202235	33838	210000

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26	1	26	3	78			3	78					3	78									
26)		(26)		(78)				(78)						(78)									(78)
27	1	427	3	1281	1.	346	4	1627					3	1281	3	1281	7	2908	81	11	4697	18	7686
					1	563	1	563					1	690	1	690	2	1253	127	4	2760	6	4140
																				8	1376	8	1376
84	1	142	4	568	1	115	5	683									5	683	27	10	1420	15	2130
89	1	89	2	178	5	360	7	538					6	534	6	534	13	1072	85	19	1691	32	2848
													1	134	1	134	1	134		4	536	5	670
66	1	133	4	532	3	327	7	859									7	859	72	9	1197	16	2128
66)		(791)		(2559)		(1711)		(4270)						(2639)		(2639)		(6909)	(392)		(13677)		(20978)
~~55~~		~~2521~~		~~8147~~		~~4622~~		~~12769~~						~~10147~~		~~10147~~		~~22936~~	~~3026~~		66964		~~92904~~
07		2273		7403		4064		11467						8815		8815		20282	2916				70462
						9000		9000										9000	51000				60000
										33838	210000										304988		304988
						68454		68454										68454			462504		530958
						~~67250~~		~~67250~~										~~67250~~			~~459000~~		~~527016~~
~~86~~		~~20535~~		~~53018~~		~~149217~~		202235		33838	210000	17640		~~88236~~		~~105876~~		~~308331~~	~~63513~~		~~1146127~~		1500822
938		20287		52274		149761								86892		104532		306767	46298		1147757		

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Air Support of the Leyte Operation

ACAS, Intelligence, Historical Section

ACAS, Plans

DATE INITIALS
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JDC/jn/4152

The attached two papers, Tabs "B" and "C", have been withdrawn from a study prepared by the Operational Plans Division of ACAS, Plans. These tabs are forwarded to you for your information and such use as you see fit.

2 Incls
Tab B, "Analysis of Air Support of the Leyte Operation" (in duplicate)
Tab C, "Naval Action in the Philippines" (in duplicate) w/1 incl. map

JOE L. LOUTZENHEISER
Brigadier General, U.S.A.
Chief, Operational Plans Division

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TAB
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ANALYSIS OF AIR SUPPORT OF THE LEYTE OPERATION

1. The original concept of General MacArthur's plan to recapture the Philippines was based on the seizure of successive intermediate objectives for the purpose of establishing air forces to support subsequent operations. This concept was conservative; however, it was visualized that at any stage of the campaign favorable conditions might arise, particularly as to reduction in Japanese fleet and air strength, which might permit the by-passing of intermediate objectives.

2. During the preliminary phase of the Palau operation, fast carrier task forces of the Third Fleet, operating in the Formosa-Philippine area, reported that the apparent enemy air weakness in this area was fantastic and that the area was wide open.

3. As a result of Admiral Halsey's observations, Gen MacArthur expressed his concurrence in accelerating the Philippine campaign and undertaking the seizure of Leyte on 20 October. It was realized that landbased air could not directly support this operation due to the range limitation from our most forward bases in Morotai. However, our landbased air was capable of furnishing indirect support in the Mindanao area.

4. The Joint Chiefs of Staff directed General MacArthur to proceed with the assault on Leyte, accepting the calculated risk of advancing beyond landbased air support, and directed Admiral Nimitz to furnish air and surface support.

5. The operation proceeded as scheduled and proved to be the operation which forced the Japanese navy to sortie. This contingency had been realized and planned for and our naval forces were adequately constituted to cope therewith.

6. The ensuing naval engagement (see Tab "C") was successfully concluded following three brief attacks by the enemy fleet and resulted in reducing the Jap fleet to an impotent force with but minor losses incurred by our forces.

7. The situation was critical during the initial engagement in that the bold, desperate tactics of the enemy fleet in sortieing through the San Bernardino Straits placed the brunt of the battle on the supporting naval forces in the Leyte area, consisting of old battleships, escort carriers, etc. while the main strength of our fleet was being diverted by a third enemy force northeast of Luzon. The situation was

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only critical in so long as it took the Third Fleet units to the northward to return and reinforce the hard-pressed supporting force.

8. As it turned out, the Seventh Fleet units (old battleships, escort carriers, etc) successfully engaged the stronger enemy force. Had the reinforcing elements of the Third Fleet arrived sooner, our victory would have been even more complete.

9. Ground operations proceeded as scheduled during the fleet engagement. However, the added burden on carrier air forces to support the ground forces as well as engage the enemy fleet indicated the desirability of landbased air support. This is particularly evident in a large landmass area such as the Philippines wherein the enemy's capability to reinforce his air strength is only limited by his availability of aircraft. In a small landmass area, far removed from enemy reinforcing bases, where it is possible to isolate an assaulted area the situation is vastly different.

10. Indications of the current engagement in the Philippines actually reveal a limitation of carrier-based air forces to furnish air support and covering forces for comparatively extended periods in large landmass areas wherein enemy reinforcements cannot be prevented or curtailed. Although this operation was conceded to be a "calculated risk" it proved to be a very critical operation which might have resulted in a serious setback to our forces.

11. It is not believed that the current operation in the Philippines should be termed the "critical battle in the Pacific." It is obvious that the successful naval engagement will have far reaching implications, particularly in that our future operations can be planned without considering the major threat inherent in an enemy fleet in being. In addition, a greater freedom of action is possible to our fleet, which will result in a greater weight of offensive power which can be directed against the Japanese inner zone.

12. It is believed that the critical battle of the Pacific is yet to be fought and the indications are that landbased air will be vitally needed to insure success. As long as the enemy's air power constitutes a potential threat to our further operations and as we further approach their inner defenses it is clearly evident that the full support of landbased air will be a definite requirement.

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NAVAL ACTION IN THE PHILIPPINES

1. Assault forces, which had been landed on Leyte prior to 24 October, advanced rapidly, assisted by gunfire support from surface units of the Seventh Fleet. Enemy naval forces appeared in the western Visayan area. They were divided into two forces. The so-called Northern Force consisting of 4 battleships, 2 large cruisers, 2 light cruisers, and 12 destroyers rounded Mindoro and ultimately passed north of Tablas Island toward the Sibuyan Sea and San Barnardino Strait. The Southern Force consisting of 2 battleships, 2 heavy cruisers, 2 light cruisers, and 10 destroyers passed through the Sulu Sea on a course toward Surigao Strait. It should be noted that no carrier units were contained in either the Northern or Southern Forces.

2. At about the same time, a large Japanese surface force was also detected proceeding on a southernly course east of northern Luzon. This force consisted of 17 ships, 4 carriers, 2 battleships, 1 heavy cruiser, 4 light cruisers, and 6 destroyers. The fast carrier Task Groups (Task Force 38) of the Third Fleet were dispatched northward to intercept this force. Battle was joined on 25 October. Planes from our carriers accounted for 3 carriers and 1 destroyer. Our cruisers sank another carrier and a light cruiser or destroyer. A light cruiser was possibly sunk. Both battleships were damaged by torpedoes and many bomb hits. One heavy cruiser and one or more of the remaining light cruisers were hit by several bombs. Our only losses were 10 aircraft. The remnants of this Japanese force fled northward, having sustained a decisive defeat.

3. The Japanese Northern Force on its approach was first engaged on 24 October at 0745 south of Mindoro by planes of TG 38.2, TG 38.3, and TG 38.4. The Japanese changed course. They were not sighted again until daybreak on 25 October, at which time they were proceeding southeast in a position east of Samar. Evidently after the first engagement the Northern Force had resumed its original course, passed north of Tablas Island, through the Sibuyan Sea, and eastward through the San Bernardino Strait. The situation of the escort carrier units of the Seventh Fleet east of Samar was grave. The carrier forces and heavy units of the Third Fleet were north and east of Luzon preparing to engage the other large Japanese force coming down east of Luzon. The heavy units of the Seventh Fleet were engaged with the Japanese Southern Force in Surigao Straits, after which the ammunition of these heavy units was practically exhausted and fuel was low.

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4. The escort carriers were shelled by Japanese surface forces which closed to 14,000 yards. Planes from the escort carriers attacked the enemy with everything they had and the escort carrier groups succeeded without assistance from other naval forces in turning the Japanese Northern Force. Meanwhile, the escort carriers were under shore-based air attack throughout the day of 25 October. At 1400 TG 38.1 of the Third Fleet arrived and struck the retreating Japanese Northern Force close in to the coast of Leyte. Our losses were two escort carriers, 2 destroyers, and 1 destroyer escort with other ships damaged. The enemy Northern Force lost to planes from the escort carriers 1 heavy cruiser and 1 destroyer sunk, 3 battleships or heavy cruisers and 1 destroyer damaged. The combined attacks of our escort carriers and TG 38.1 resulted in the probable sinking of 3 Jap heavy cruisers or battleships and 3 destroyers. The remnants of the Japanese Northern Force escaped westward during the night of 25 October through San Bernardino Strait. After the battle off Luzon, heavy surface forces of the Third Fleet were dispatched south from their battle position east of Luzon to intercept these Japanese forces and to block their escape westward. The units of the Third Fleet arrived off the entrance of San Bernardino Strait too late on the night of 25 October to prevent the escape of the Northern Force through the Straits. One crippled Jap cruiser was sunk off Samar, however. It should be noted that in the battle east of Luzon the Japanese had caused the units of the Third Fleet to move north, thereby preventing them from rendering effective support to the units of the Seventh Fleet when attacked by the Japanese Northern Force off Samar and Leyte Gulf.

5. The Japanese Southern Force passed through the Sulu Sea on an easterly course and was sighted southwest of Negros and attacked by search groups from TG 38.4 in the early forenoon of 24 October. 2 Jap battleships received bomb hits and rockets were used on one heavy cruiser and 2 destroyers. Other destroyers were straffed. Toward midnight, PT boats sighted the Southern Force south of Bohol. They attacked, claiming two torpedo hits. The enemy entered Surigao Strait about 2301I. Our forces, which consisted of a fire support group containing 6 old battleships, 4 heavy cruisers, 4 light cruisers, and 25 destroyers, closed to form a semi-circle around the northern end of the Strait. In darkness at about 0330I on 25 October, the action opened between the surface units of both forces. A slugging match ensued. The result was an overwhelming victory for the units of the Seventh Fleet. By 0445I the enemy columns had turned and were attempting to escape. The Japs lost 2 battleships, 1 heavy cruiser, 1 light cruiser, and 6 destroyers to torpedoes and gunfire. After daylight on 25 October, planes from escort carriers sank either a battleship or a heavy cruiser south of Panaon Island. Our losses were 1 PT boat sunk and 1 destroyer seriously damaged. This successful outcome of the Battle of

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Surigao Strait ended the threat of the Japanese Southern Force to our Leyte Gulf operations.

6. It should be noted that after the Battle of Surigao Strait, when our units were practically out of ammunition and fuel was low, the escort carrier groups (TG 77.3 and 77.4) were attacked by the Jap Northern Force east of Samar. It was on the afternoon of 25 October that the situation of our forces was most grave. But for the gallant action of the escort carriers, the whole position in Leyte could well have been wiped out. Had the Japanese been able to neutralize the planes from our escort carriers, the Northern Force could have wiped out our carrier and beachhead forces. However, the Japanese did not have available sufficient aircraft to accomplish this result, although the margin between victory and defeat was desperately close during this period.

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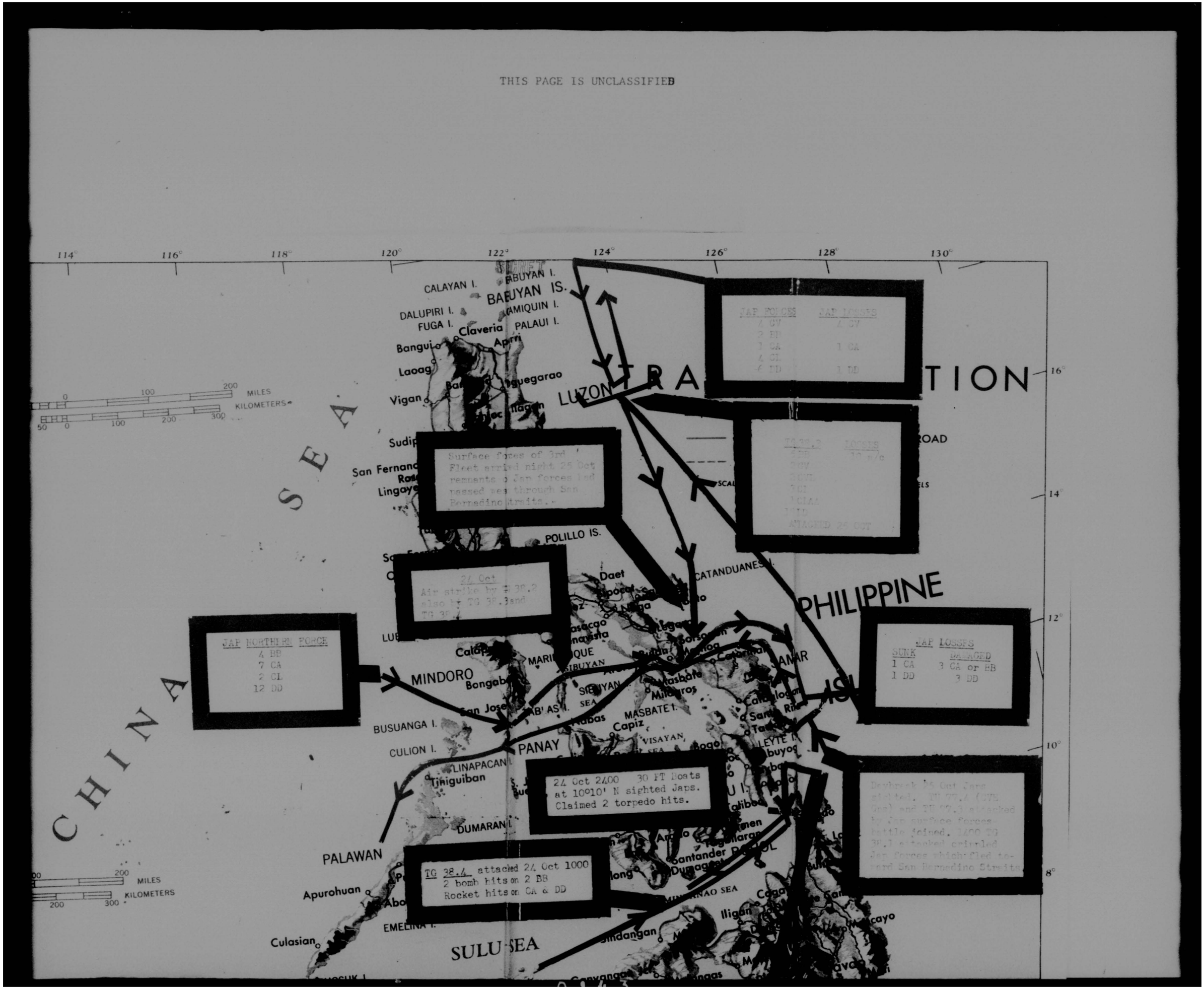

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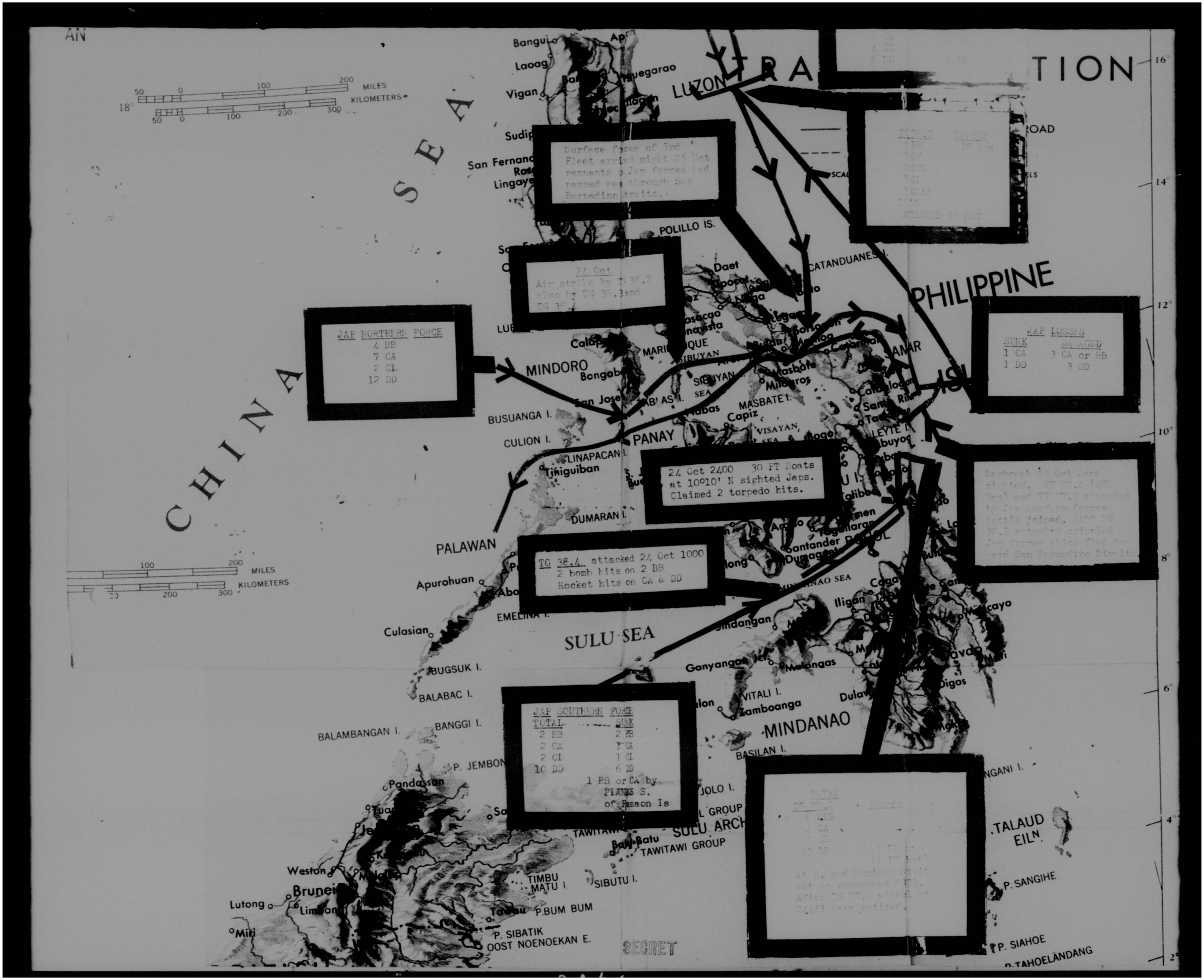

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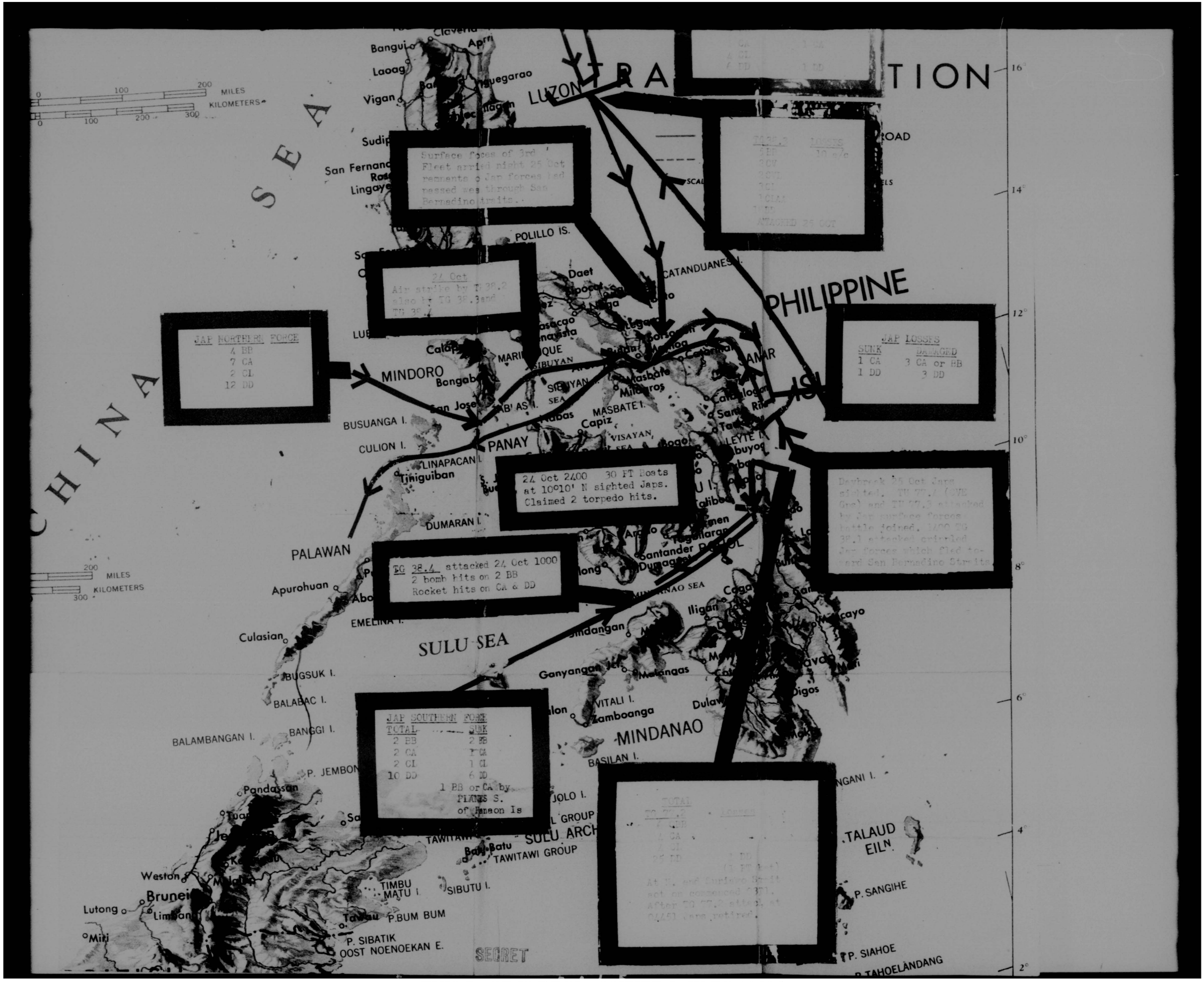

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Logistics of Operating Heavy Bombers Against Japan from Bases in the Maritime Provinces

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MEMORANDUM FOR THE CHIEF OF THE AIR STAFF:

Subject: Logistics of Operating Heavy Bombers Against Japan from Bases in the Maritime Provinces.

I. STATEMENT OF THE PROBLEM.

1. To determine the capabilities of the Army Air Forces to move and supply an air force based on the Maritime Provinces of Russia for operations against Japan.

II. FACTS BEARING ON THE PROBLEM.

1. The initial movement from the United Kingdom to the Maritime Provinces of 20 heavy bombardment groups, 10 fighter groups, with reduced maintenance personnel for both can be made in the C-47's of 10 Troop Carrier Groups. One of the essential means of supply for this striking force is air transport. Thus, the requirement for the support of this force is assumed to include either the 10 Troop Carrier Groups or their equivalent in Air Transport Command personnel and equipment.

2. A plan for the movement of the 30 groups with reduced maintenance personnel by air from England is attached as Annex 1.

3. The requirements to support the total force, and two variations of this force, are set forth in detail in Annex 2 and are compared in that Annex to the capabilities of the transportation system to support those forces.

a. Personnel. As there are no American Ground Forces in the area the requirements per Air Force group are estimated at 4000 men. This figure includes those Army Service Forces and Army Ground Forces units required to support the operation that are not Air Forces personnel.

b. Equipment. The organizational equipment included in the transportation requirements to be shipped into the area in the first six months is largely composed of vehicles.

c. Supplies. The total requirement for supplies to support the forces have been broken down into types in order that an analysis may be made. It is possible that the U.S.S.R. may supply any or all of the total requirement with the exception of aircraft technical supplies.

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d. Transportation. Transportation into the area must be balanced against supplies that can be made available either locally or by pre-shipment. For the purpose of a comparison of total requirements against assumed availability of transportation, we have considered two conditions.

(1) That we hold Paramushiro and that we have sufficient control of the Sea of Okhotsk to permit shipments by water from the U. S. up the Amur River. (This is only navigable from May to December.) That 21% of the potential trackage capacity of the Trans-Siberian Railroad is allocated for this project and we are able to supply 10,000 tons by air from the U. S. Attached hereto as Annex 3 are excerpts from an OSS estimate of transportation capabilities.

(2) That we do not hold Paramushiro. That 23% of the potential trackage capacity of the Trans-Siberian Railroad is allocated by the Soviets to support this operation and that our potential by air from the U. S. is 10,000 tons per month.

If the Trans-Siberian Railroad is cut at Baikal, there is not sufficient transportation available to support the operation unless the bulk of the heavy supplies and petroleum products are available in the area.

Attached as Annex 4 is a plan for an Air Transport Command operation to support the operation by air from Alaskan bases up to 10,000 tons per month.

e. Facilities. Annex 5 is an analysis furnished by G-2 indicating availability of facilities. Due to the lack of accurate information, our requirements have been based on the assumption that air fields, bulk storage for gasoline, and housing construction will have been accomplished prior to our entering the area. It is important to note that only a limited number of strategical targets in Japan can be reached from the specific area of operation that might be construed as being beyond the capabilities of the enemy to interdict.

III. CONCLUSIONS.

1. That 10 heavy bomber groups and 10 fighter groups, with reduced maintenance personnel can be transported from the United Kingdom to the Maritime Provinces by the use of 10 Troop Carrier Groups in approximately 60 days.

2. That the above forces can be supported logistically provided the following conditions are met:

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a. The U.S.S.R. to release 40% of the capacity of the Trans-Siberian Railroad to the U. S.

b. The U.S.S.R. to provide air fields, housing, and bulk storage facilities.

IV. ACTION RECOMMENDED.

1. That the U. S. Military Mission in the U.S.S.R. be informed of the facilities required in the U.S.S.R. and that the Mission be directed to negotiate with the Soviet Government for those facilities.

H. S. HANSELL, Jr.,
Brigadier General, U.S.A.
Acting Assistant Chief of the
Air Staff, Plans.

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Annex 1
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Annex 4
Annex 5

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ANNEX 1

Preliminary Plan for the movement of USAAF Units from the U. K. to the Maritime Provinces.

This Report has been prepared under instructions that "this project should be considered as a very broad idea and planned accordingly." It is submitted as an appreciation of the characteristics of such a move and a general appraisal of the problem. As additional information is available it should be revised and reduced to a formal plan.

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Subject: Plans for the Movement of USAAF Units from the U. K. to the Maritime Provinces U.S.S.R.

I Statement of the Problem

In order to be prepared to move large numbers of fighter and heavy bomber units to the Maritime Provinces for the immediate initiation of an air offensive against Japan as soon as hostilities with Germany have terminated, it is proposed to request the C. G. ETO to comment and make recommendations on a project to move 10 fighter, 10 Heavy bomb and 10 Troop Carrier Groups to Eastern Siberia.

II Discussion

1. The assumptions are:

a. That Germany surrenders
b. That bases in the Maritime Provinces are made available to USAAF Units.
c. That facilities and heavy supplies are made available in the Maritime Provinces to sustain USAAF Units with reduced ground-servicing personnel.

A detailed breakdown of these assumptions will be found in Tab A. As most of these assumptions are due to lack of full information of Russian installations and capabilities, it will be necessary to revise this plan as sound estimates become available.

2. A prospective ferry route is submitted (Tab B). It is based on the sketchy information on hand. A summary of the weather report indicates the need for winterization from November through March. This route will be virtually closed by weather in the months of December, January and February. A radical alternate route offers little improvement in weather and raises severe logistic difficulties. It is estimated that this movement can be completed in 50 to 60 days. This time can be shortened if later survey reveals the existence of laternate air fields on the route. The organization to control the movement is outlined. Attention is called to the possibility of a large west to east movement of the Russian Air Force at the time of our own move.

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3. The analyses of "extra personnel and equipment" by Fighter, Heavy Bomber and Troop Carrier Sections OCR are found in Tab C. The details of personnel and equipment should be left to final discretion of group commanders. As it is questionable whether the air defense at Maritime Province bases will be entirely acceptable to U. S. Command, fighter control and air warning equipment is provided for five Fighter groups.

4. The movement is assumed to involve:

1070	Fighters (10 Groups)	7710 Personnel
720	Heavy Bombers (10 Groups)	16219 "
800	Troop Carriers (10 Groups)	8113 "
2590		32042

The total weight to be moved after combat crews is 12,311,656 lbs; of this 5,796,000 lbs can move in the Heavy Bombers. This leaves 6,515,656 lbs to be carried by the Troop Carriers. Such a move can be made with approximately two lifts of the transports. (Tab D)

5. The critical item in this move is the availability of troop carriers. An estimate of numbers in UK for 1944 is found in Tab E. No allowance has been made therein for attrition through Air Borne Operations.

6. Rations are provided in the aircraft for ten days, as well as rations for the maintenance of the ferry route during this move. This force should be supplied during the move and at least for early operation with U. S. rations. (Tab F)

7. The priorities of unit movements will depend upon the strategic situation in the Maritime Provinces at the time. It is believed that fighters should be initially deployed, in view of a possible defense mission.

III Conclusions.

Assuming that ammunition (incl bombs) and petroleum are available, it is believed that

a. The plan is feasible from a logistic point of view.
b. The plan must be reviewed as new information is received of Russian capabilities.

IV Recommendations.

It is recommended that this report be forwarded to the C.G. ETO for his comments and recommendations.

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ASSUMPTIONS OF PLAN

I. That Germany surrenders.

a. Sufficient petroleum products be available at ferry fields in German controlled territory for refueling.

II. That bases in the Maritime Provinces are made available to USAAF units.

a. Sufficient fields and petroleum products be available in USSR for ferrying to Maritime Provinces.

b. Adequate bases be available in the Maritime Provinces to support 30 groups.

c. Adequate ground defense be provided for these bases.

III. That facilities and heavy supplies are made available in the Maritime Provinces to sustain USAAF Units with reduced ground servicing personnel.

a. Ammunition including bombs
b. Petroleum products
c. Transportation
d. Billeting facilities and equipment
e. Airplane refueling equipment
f. Maintenance, shelter and operating facilities.
g. Communication facilities (See Note)
h. Ordnance facilities including bomb handling.
i. Hospitalization facilities.
j. Furnisture
k. Crash equipment
l. Engineering facilities
m. Lighting facilities
n. Base facilities
o. Chemical warfare equipment except individual equipment.

Note: There is some evidence that a good communications net exists in the Maritime Provinces. Each group is provided with an SCR 499 set in the estimates.

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SUMMARY

Temperature

Yakutsk is the coldest spot on the proposed route. Here winterization of equipment would be necessary November through March, and some days during April and October. In addition, winterization is imperative during the months of December through March in the operational area near Komsomolsk.

Weather

Weather conditions such as storms and low ceilings are worse west of Moscow than they are to the east except for fog which is worst in winter at Irkutsk and Yakutsk, and thunderstorms in summer which are nearly as numerous at Khabarovsk as at Moscow. In general, however, weather would cause serious delays over this route only from late November to early March, however during this period great difficulty would be encountered in moving many tactical aircraft even though the equipment were winterized. The very short days, the extremely low temperatures and the ice fogs at Yakutsk would be limiting factors.

Alternate Routes

The establishment of an alternate route from Novosibirsk through Irkutsk and Chita would avoid the extreme cold of Yakutsk and would provide reasonable daylight through December and January. This is the only practicable alternate and it undoubtedly would allow a flow of planes greater than the northern route. While Irkutsk has a mean temperature of 18° higher in winter than Yakutsk, it also has the worst winter weather of any place on either of the two possible airways.

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The use of the southern alternate would undoubtedly necessitate a detrour around the northern projection of Manchuria. It seems probable that the bottleneck from Novosibirsk to Komsomolsk could be partially broken by utilizing both the Yakutsk and Irkutsk-Chita legs. Despite the use of two routes, however, it seems inevitable that the flow of tactical aircraft would be definitely restricted east of Novosibirsk during December, January, and February.

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ARMY AIR FORCES
Headquarters, Air Transport Command
Washington 25

AFATC/PL/GR/61
26 January 1944

SUBJECT: Air Transport Command Participation in Gaylord Project

1. THE PLAN herewith submitted is based on the following assumptions:

a. That Germany surrenders, leaving available sufficient petroleum products for refueling at fields presently in German-controlled territory.

b. That there is a reasonably well set-up communications system across Russia and Siberia.

c. That there is a complete weather reporting and collection system throughout the route; that this system is available for use by United States forces and that there are complete forecasting facilities at each of the contemplated stations.

d. That Russian personnel, facilities, and petroleum supplies are sufficient for normal operations throughout the Russian and Siberian sections of the ferry route, it being understood, however, that to the extent that U. S. aircraft require special types of maintenance and refueling equipment, these will have to be supplied as a part of the ferry movement. Russian personnel is assumed to be sufficient to provide adequate security for aircraft while on the ground at the ratio of one guard for each 5 ships in unlighted areas, and for each 10 ships in lighted sections.

e. That bases in the Maritime Provinces of Siberia are made available to U. S. AAF units, with sufficient terminal and intermediate fields, supplied with petroleum products sufficient for a movement of 1,070 fighters, 720 long-range bombers, and 300 Troop Carrier transports from the United Kingdom to Siberia, and with adequate ground defense provided at each base.

f. That facilities and heavy supplies of every type are available in the Maritime Provinces to sustain U. S. AAF units with a minimum of ground servicing personnel.

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2. THE PROBLEM is to move 30 groups from their present bases in United Kingdom to the Maritime Provinces in Eastern Siberia. This problem divides itself into three parts:

a. The Command organization necessary in England for purposes of initial planning.

b. Actual operation of ferried aircraft from United Kingdom to Maritime Provinces

c. Discontinuance of the route by flying all personnel and equipment on to the Maritime Provinces, thus rolling up the carpet at the end of the operation.

COMMAND ORGANIZATION

3. Organization in the United Kingdom

a. A Command organization for the purpose of planning the operation will be activated and prepared to function when it becomes apparent that Germany is about to capitualte and that the Soviet Union will permit the passage of U.S. military aircraft through Russia and Siberia. The organization will be activated on the general lines of an Air Transport Command Wing, headed by a Wing Commander, and organized with the following sections:

(1) Diplomatic Section:

(a) To establish and maintain liaison with Russia.

(b) To arrange for Russian representatives on a survey flight and for English-speaking Russian liaison officers at each station.

(c) To deal with Russia and China, if necessary, on all problems of a diplomatic nature that may affect the use of the air routes by transient U.S. aircraft.

(2) Operations Sections, to supply:

(a) Route supervision
(b) Briefing
(c) Flight control
(d) Air rescue
(e) Special equipment

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(3) Communications Section, to provide the following:

(a) Point to point
(b) Air to ground
(c) Control tower
(d) Cryptographic and message center service

(4) Weather Section, to ensure:

(a) Forecasting
(b) Briefing
(c) Cryptographic service

(5) Supply Section - gasoline, oil, spare parts, etc.

(6) Engineering Section - maintenance

(7) Personnel Section

(8) Housing and messing Section

(9) Liaison Section, to supply a Russian-speaking officer at each station.

b. The Wing will plan and issue the necessary orders for the following activities in England:

(1) Place all aircraft in proper flying and ferrying condition.

(2) Collect all necessary equipment and practice loading of aircraft

(3) Process all personnel with respect to:

(a) Medical requirements
(b) Proper behavior in travel through Russia
(c) Requirements for ferry route
(d) Requirements for the base in the Maritime Provinces
(e) Proper clothing
(f) Procedure in event of forced landing (special survival and/or rescue methods)
(g) Procedure in event of accidents resulting in casualty or injury to Russian nationals, and in destruction or damage to Russian property.

(4) Movement of all tactical units.

(5) Roll up the ferry route on termination of the movement

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4. Survey Party

a. During the period while the Command organization is developing an operation plan in England, a survey flight will be made with C-47 type aircraft, or with C-54's, if available, using as many of these planes as the occasion requires. The survey party will consist of members of the Command organization as follows:

(1) One officer thoroughly experienced in ATC operational procedures.
(2) One officer thoroughly experienced in tactical operational procedures.
(3) One weather officer
(4) One communications officer
(5) One housing and messing officer to examine messing facilities.
(6) One officer representing the air surgeon
(7) One maintenance-engineering officer.

b. The survey party will be accompanied by 5 officers for each of the 7 route stations, these being officers especially picked for their knowledge of operational control, briefing, weather, communications and maintenance. The entire group will accompany the members of the survey party through to the final destination in the Maritime Provinces so that they may have a thorough knowledge of the entire route. On the return flight each group of 5 officers will be dropped at the respective previously designated station to establish immediate liaison with the Russians and to make preparations for their part in the ferry movement.

c. The survey party, on its return to England, will load for each station as many C-47 aircraft as may be needed to transport the materials found necessary by the survey party for that particular station. Additional personnel required to man each of the stations along the route will be dispatched with the materials designated for that particular station so that the entire complement for each station is available to render immediate service when the ferry movement begins. One of these transport airplanes, after unloading, will remain at each station for use by the station operations officer as a liaison plane and for purposes of air rescue.

d. The survey party should try to establish the following facilities on the route:

(1) Assignment of 2 fields for use of U.S. aircraft at each station

(2) Establishment of as many alternates and intermediate airports between stations as the Russians will allow

(3) Adequacy of radio directional facilities. If Russian facilities are considered satisfactory, no additional

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facilities will be necessary. If Russian directional facilities are not found to be satisfactory, American portable radio ranges can be installed at strategic locations along the route and used for airway purposes.

5. Operations Section

a. The fighter and bomber groups to be ferried across Siberia will be divided into military units and controlled by group and squadron commanders. The fighter aircraft will be flown as squadrons of 25 planes, and each squadron will be divided into flights of 5, with a leader appointed for each flight. Fighter aircraft will be conveyed with a leading aircraft of suitable range and speed, equipped with navigational and radio personnel and equipment, inasmuch as radio equipment of the single-engine fighter is not of sufficient range andefficiency to permit a safe hop of 1,000 miles. One such leading aircraft will be assigned as a leader for each flight of 5 fighter planes and the leading aircraft of the squadron will be under the command of an ATC special mission pilot of airline and world experience, accompanied by a Russian navigator over the entire route, if possible, but in any event east from Omsk. With this type of organization it is believed that 50 fighter airplanes per day (2 squadrons) can be dispatched over the route. If, however, Troop Carrier planes are dispatched simultaneously as is suggested in par. c. below, the movement of fighter planes will be reduced per day so that the total number of planes passing over the route daily will not be in excess of 50.

b. The bomber aircraft will not require the convoy system referred to above, and it is suggested that, with respect to this type of combat airplane, each squadron be divided into 2 flights of 6 planes each, which will proceed as units in the same way as is suggested above for the flights of fighter aircraft. With this organization, one full group of 18 bomber planes can be moved per day.

c. It is desirable that the flow of personnel across the route be stabilized to the greatest extent possible and that not more than 550 transients be at any one station overnight. The movement will be organized in such a way that fighter types of aircraft are the first to cross and in the early stages of the movement the daily transit will be 25 fighters and 2 squadrons of Troop Carriers totalling 26 planes. The Troop Carrier movement will be particularly expedited inasmuch as each of these planes will have to make at least 2 round trips before the entire movement of personnel and supplies is completed. The fighter movement and 1 round trip of the Troop Carrier will be completed before the movement of the bombers, although it is appreciated that tactical considerations may make such a procedure undesirable. To the extent that it may prove possible, however, the fighter planes, plus one trip of the Troop Carriers will permit transport of 17,000 personnel if the supply situation permits utilization of Troop Carrier planes for transport of personnel at the beginning of the move.

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6. Supply Section

a. The maintenance-engineering officer, who will be responsible for setting up the necessary facilities for line maintenance, inspection and repair of all types of aircraft to be moved over the ferry route, will be a member of the survey party. It will be his duty to determine whether the allotment of 5 officers and 50 mechanics per station will be sufficient for the purpose after noting Russian personnel that may be available. He will also check to determine for each station the amount of special equipment that must be flown in ahead of the ferry movement after noting the Russian facilities at each respective station.

b. The maintenance-engineering officer will have under his direction as part of the command organization an assistant maintenance-engineering officer, 2 air corps supply officers, and a weight and balance officer, one or more of whom may accompany the maintenance-engineering officer on the survey trip. They will ascertain the local facilities available for maintenance, fueling, power supply, etc., and assist in determining additional personnel, supplies and equipment that may be needed to augment facilities already in existence.

c. Arrangements will be made to ship in advance of the ferry movement to each station along the route such quantities of operational spare parts as may be necessary, having particular reference to the requirements of fighter aircraft which will be unable to carry with them operational spares that may be needed along the route. Where weight will permit, bombers will carry a maximum quantity of operational spare parts readily accessible. Spare engines along the route will be held to a minimum with the exception that needed engines will be flown in with necessary personnel from either end of the ferry route.

d. Mechanics, specialists and other technicians will carry with them their individual tool kits to the stations to which they are assigned, together with special tools pertaining to each type of aircraft to be moved.

e. Special equipment needed at individual stations will consist of such items as jacks, hoisters, energizers, battery carts, engine and oil heating units, hydraulic test units, work stands, refueling equipment, air compressors, lighting units, tugs, tow bars, tie-down ropes, engine covers, wing covers, etc.

f. Officers and mechanics assigned to each station will provide sufficient engineering and supervisory supply personnel to afford 24-hours service. One engineering officer and one air corps supply officer directly responsible to the maintenance-engineering officer will be stationed midway along the route to be available on call for assistance in expediting the flow of traffic.

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g. Prior to departure from the United Kingdom, aircraft will have performed all required maintenance and leave with zero time on all inspections. Each aircraft will also have the necessary winterization, dust excluding equipment, and such other special treatment as may apply to the particular type.

h. The transport aircraft to be loaded for each individual station will carry personnel, spare parts and equipment ear-marked for its particular destination.

7. Communications Officer.

a. The communications officer accompanying the survey party will be charged with the determination of the exact facilities available at each station, the extent to which they can be used cooperatively, and the amount of additional equipment required to expedite the ferry movement.

b. It will be the duty of the communications officer on his return from the survey flight to arrange for the loading of transport planes with such communications equipment as may have been found necessary for the safe and rapid dispatch of aircraft across Siberia. Such equipment may include portable radio ranges, 30 of which are known to be available for the projected movement, as well as portable VHF transmitters for fighter control. These will be dispatched to predetermined locations which may be points between stations along the route.

c. Other arrangements will be made prior to the beginning of the ferry movement to insure the following:

(1) That facilities for the exchange of flight reports from station to station are available and that there is agreement by whom and on what basis these will be operated.

(2) That control tower facilities are available for use by English-speaking operators.

(3) That there are sufficient power facilities at each point.

(4) That adequate radio spares for 1st and 2nd Echelon maintenance are carried by all tactical ships.

(5) That any extra radio equipment that may be needed at each station is provided.

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(6) That such field telephone equipment as may be necessary to permit communication between the control officer, tower, and point to point radio facilities is available.

(7) That proper steps are taken to insure security in handling message ciphers.

(8) That arrangements have been made to insure a sufficient number of interpreters capable of transferring flight information into Russian for transmission over Russian circuits and vice versa on point to point operation in the event facilities for the latter are available.

8. Weather Section

a. A well-qualified weather officer should serve as the staff weather representative in the Command organization. This staff weather officer will have as an assistant an advisor familiar with the special problems involved in furnishing weather service for ferry routes.

b. The staff weather officer accompanying the survey party will determine the weather facilities existing on the ferry route and determine whether additional facilities are required. On the return of the survey party, the weather officer will take steps to procure additional supplies, equipment and facilities needed and see that these are loaded on the transport planes to be dispatched to each station along the ferry route, together with personnel required for setting up an adequate weather service.

c. The weather section will issue necessary instructions concerning weather service and weather briefing procedures, both during the course of the tactical movement and in connection with the folding up of the route when the movement is completed.

d. A weather forecasting center will be established at the terminus of the route the principle function of which during movement will be to advise the control officer at that point of weather conditions affecting air operations. It is expected that this organization will be used by the tactical commander in his subsequent mission.

ACTUAL OPERATION

9. Operational Procedure

a. The initiation and control of the ferry movement, as it originates in the United Kingdom, will be made in accordance with plans

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prepared by the Command organization referred to in Par. 3 above. This will be headed by an experienced ATC officer who will find it necessary to coordinate the number of various tactical and Troop Carrier squadrons starting from widely dispersed fields. The recommendations of the survey party will be followed in the procurement of supplies and personnel which will be loaded and flown to the respective stations in advance of the ferry movement.

b. The stations, as organized, will require in each instance the following personnel:

(1) A detachment commander

(2) An executive and supply officer and 4 enlisted men

(3) 4 officers and 4 enlisted men for the purpose of weather forecasting, preparing and interpreting weather maps and weather briefing of flight crews

(4) 2 officers, on of whom can speak Russian and act as interpreter, and 5 enlisted men for control tower operations.

(5) 5 officers and 50 mechanics, for maintenance of aircraft and for management of traffic on the airport during landing, taking off, and parking.

(6) 4 officers and 20 radio operators and technicians, to operate portable communications system, plus 12 cryptograph and message center enlisted men, if the Russian system is not satisfactory. If the Russian system is satisfactory, 10 enlisted men for cryptograph and message center work with interpreters will be all the personnel that will be necessary with the exception of a communications officer in charge of the detachment.

(7) 4 briefing officers and 4 enlisted men. One officer will be responsible for flight control, one for communications, and one for maintenance and engineering.

(8) One medical officer and 6 enlisted men

(9) 3 housing and messing officers and 20 enlisted men. Housing and messing facilities at each field should be thoroughly examined by U.S. Services of Supply and by U.S. doctors. It is possible that, although

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Russian facilities may be satisfactory, it will be advisable to use American methods of preparing food. This will require a mess organization of mess sergeants, cooks, bakers, KPs, etc., of sufficient size to feed a maximum of 550 people per day.

c. The organization suggested for each station will total 25 officers and 125 enlisted men, a total of 150. Not less than 8 C-47s will be required for the movement of personnel to each station, and additional aircraft will have to be supplied for this transport of such supplies as are found by the survey party to be required. To the extent that it may prove possible, it would be desirable that there be a standard loading for each station, but it is recognized that this may not be possible in view of the fact that some stations along the ferry route will be better equipped and supplied than others.

d. The route will be broken into divisions, with an ATC officer appointed as a supervisor over each division. The duty of each route supervisor will be to coordinate the activities of 3 stations within the area, to see that dispatching, FM procedures, etc., remain standard, and to effect liaison with Russian activities at intermediate fields along the route. The following assignment of route supervisors will be made:

(1) One stationed at Warsaw to supervise the route from London to Moscow

(2) One stationed at Sverdlovsk to supervise the route from Moscow to Novosibirsk

(3) One stationed at Markovo to supervise the route from Novosibirsk to Yakutsk

e. The organization at the end of the line in the Maritime Provinces is one which will be similar to that now in existence at Prestwick, Scotland, and an experienced ATC operations control officer serving at Prestwick at the time of the movement will be transferred to Yakutsk. The terminal flight control officer must be in communication with all outlying fields and must know the space available for incoming aircraft at all times. Aircraft will be arriving from the West at the rate of 50 per day, and the dispatch center at Yakutsk must have units so well scheduled that they can be dispersed to home bases in such a way that landing, unloading, and setting up of housekeeping will be done in the shortest possible time and with the least amount of confusion. It is not improbably that large numbers of U.S. aircraft will also be arriving in the area from the East via Alaska at the same time, and higher Headquarters must provide for the closest coordination of movements concentrated in the Maritime Provinces from opposite directions.

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f. The entire operation at each field will be under the control of the Air Transport Command and, in addition to the route supervisors referred to above, the organization at each station will be under a detachment commander who has had wide experience in command of an ATC base. The Air Transport Command will supply an experienced officer to take charge of each of the following activities: operational control, weather, communications, supply, briefing, maintenance, billeting and messing. Other officers in each activity will be drawn from officers engaged in similar work with tactical organizations in the United Kingdom, and enlisted men will be drawn from the same source. Army airways communications system, however, will be drawn upon for such personnel as may be necessary for radio operating, message center and cryptograph work. This method of operation will permit coordination of both ferrying and tactical methods and will function to the best interest of the tactical and Troop Carrier movements.

g. The operation will be carried on at the rate of an average of 50 planes per day, representing 2 squadrons of 25 fighter planes, each squadron divided into 5 plane flights; or 1 squadron of fighter planes and 2 squadrons of Troop Carrier aircraft; or 4 squadrons of bombers, each squadron divided into 6 plane flights. Each of these units will move over the route in a maximum of 12 days, weather permitting, allowing a day for each leg of the flight and a day on the ground at each intermediate station, if necessary. The movement can be continued until the entire total of 2590 planes (plus extra trips by Troop Carrier or other cargo aircraft) is moved to the Maritime Provinces.

h. The project will be carried out by daylight operation only, utilizing, when necessary, landing flare paths and such other lighting equipment as may be available for night emergencies.

i. Carrying out of the operation along the lines suggested will require the following time schedule:

(1) Survey flight - 30 days.
(2) Actual Operation - 50-60 days.
(3) Closing the route - 12 days.

DISCONTINUANCE OF THE ROUTE

10. Termination of Ferry Movement

a. When the ferry movement has been completed, sufficient groups of Troop Carrier planes will be dispatched back over the route with one group picking up personnel and unused supplied at Harsaw and

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at each individual station to the East across Russia and Siberia. Maintenance and communications equipment, as well as other items which are no longer needed for a ferry movement, will be dismantled and removed unless a decision has been made that the route shall be continued for the further movement of tactical ships from the West to the Maritime Provinces. In this event, station personnel and equipment will be left until the route is no longer required for ferry movements.

b. ATC personnel, which has served during the ferry movement, will be returned either to the United Kingdom or to the United States via Alaska, unless in the meantime ATC has been given a mission which makes it desirable to retain its personnel in the Maritime Provinces.

11. It is recommended that:

a. The project be made a responsibility of ATC and operated under ATC control.

b. ATC establish a "Provisional Continental Wing", made up of the best operational and administrative personnel available in the various ATC Wings.

c. The operation, when completed, be rolled up from West to East, and all ATC personnel, if their services are no longer needed in the Maritime Provinces for the ferry movement, be returned to the United Kingdom or to the United States via Alaska.

d. Ferrying operations to the Maritime Provinces be controlled from a master control station, similar to that at Prestwick, located at or near Yakutsk.

e. Air Staff be requested to coordinate pland and movements into the Yakutsk area to prevent confusion and congestion which may result from arrivals ih the area from opposite directions.

GEORGE RICHARDSON
Lt.Col., A.C.
Acting Asst. Chief of Staff
Plans

[redacted]

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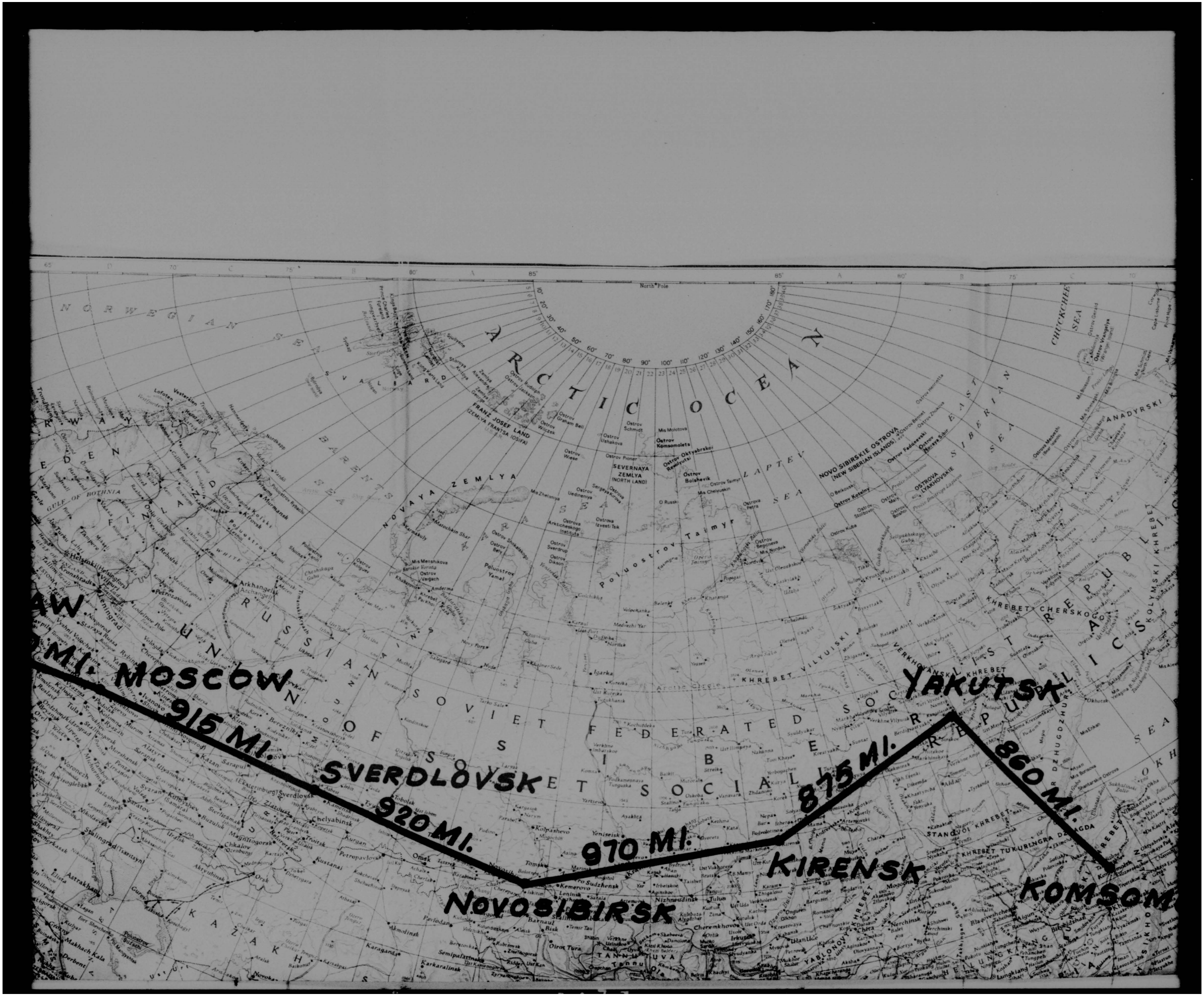

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ASIA
AND ADJACENT AREAS

Compiled and Drawn in the Cartographic Section of
The National Geographic Society *for*

THE NATIONAL GEOGRAPHIC MAGAZINE

Gilbert Grosvenor, Editor

Scale 1:17,500,000 or 276.2 miles to the inch

STATUTE MILES
KILOMETERS

International Boundaries as of Sept. 1, 1939, the day Germany invaded Poland.

Transverse Polyconic Projection

Capitals ☆ ⊙ Canals Ruins ∴ Passes ⌅ Relief

Principal railways Oil pipe lines Important Routes Trails

Railways under construction Great Wall of China Elevations in feet + 2000

Areas below sea level Deserts Glaciers

James M. Darley, Chief Cartographer

Culture by Apphia E. Holdstock and Wellman Chamberlin

Relief by John J. Brehm

Washington, December 1942

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AIRLINE DISTANCES IN STATUTE MILES

Aden (Arabia)	3570	3175	1735	4440	3875	3755	8895	7720	1490	2925	4915	6080	2405	6930	1755	3470	7140	5750	5075	8430	1220	2995	5750	5205	6490	4070	4105	1455	2000	5905	725	7040	5495
Archangel (U.S.S.R.)	4695	2570	5920	1715	1265	3485	8530	2415	6805	2620	7685	4420	7000	5325	4180	4060	2666	9025	5720	4840	615	5275	1800	8720	4025	5895	1685	1525	4020	6970	7645	5620	
Bangkok (Siam)	3530	4485	6080	5345	5805	4525	4525	4005	2740	1155	1480	2765	3940	5570	4105	6640	1875	5100	4345	4320	5495	3200	4155	1795	890	2605	3535	2965	5195	4135	2755		
Basra (Iraq)	4960	5000	2305	1755	3000	5470	3835	6245	2980	5055	5975	5235	4780	7405	2480	6805	4655	2180	5335	6280	4180	1405	705	5105	6775	5905	4775	3865	4545				
Batavia (Java)	3870	6090	2865	5345	5905	5990	2345	4040	2470	2070	4640	3940	6405	5745	2875	7780	5595	4620	5780	4550	4840	5080	2760	555	4050	5110	3505	3230	3665	3765			
Belfast (N. Ireland)	805	4710	9285	2490	5105	4295	5380	5660	8705	5625	4860	9070	1105	6740	6695	4820	1690	4750	7985	4145	5735	6925	5420	2435	5875	7965	9200	6240					
Berlin (Germany)	3160	9245	7795	4470	5870	4750	4855	5040	4960	5085	5355	1485	6150	6815	4200	6010	4530	7580	4870	7215	6165	7975	6135	5540	7130	8405	6880						
Bombay (India)	6245	2720	5185	5365	2735	955	4915	2690	5105	5785	4086	5900	6730	2760	5130	4270	2490	5080	3815	2430	1570	2280	4190	5525	5250	5785							
Brisbane (Australia)	7695	5530	5990	5060	5475	1770	6645	6220	5685	11150	5615	4520	7920	8545	5620	7570	5575	4580	8620	7950	8355	4450	7480	1355	5060								
Cairo (Egypt)	3550	4805	4450	5535	7220	5605	6540	6480	2550	5780	7995	2425	1805	5315	2690	5830	5105	5145	2255	1180	5960	7730	8555	5320									
Calcutta (India)	2485	1225	1220	5755	5580	5550	4660	5835	2200	5735	5765	3435	1440	2570	4775	395	3800	1705	2835	5195	4525	5320	2855										
Chita (U.S.S.R.)	1595	3955	4570	5860	3145	2625	5285	2845	5835	5765	2645	1135	3140	3865	4230	3550	2190	3200	1705	3765	5040	6145											
Chungking (China)	2335	5320	4750	6475	3745	6680	1485	4535	4085	5750	2370	2400	4066	868	4080	2510	3400	870	3305	4435	4084												
Colombo (Ceylon)	5345	3485	6760	6860	5805	2855	7050	2855	4085	4960	5580	5170	3766	1900	7485	5220	4760	4920	5940	4020													
Darwin (Australia)	5475	5860	5245	9385	7085	4445	6235	7090	4485	6630	4811	3080	2080	5395	6585	5375	4980	2005	5845														
Diego Suarez (Madagascar)	8080	5470	5950	5245	9240	865	4750	6955	4855	7695	6940	3860	3915	5745	6735	7155	7865	6435															
Dutch Harbor (Aleutians)	685	5965	4695	7855	8690	4740	2115	4280	1420	3795	6190	5075	5575	2855	5985	4795	2815																
Kiska (Aleutians)	6155	4085	1685	5335	4845	1525	3865	788	3530	5455	4690	5385	2155	3415	4345	2855																	
Lisbon (Portugal)	7545	7030	4290	2425	5845	5815	6055	6655	7385	4000	7805	6925	9025	8085	6275																		
Manila (Philippines)	4035	5710	5150	2875	5705	5355	1150	1490	5590	4845	1865	2140	5145	3075																			
Midway (Hawaiian Is.)	6280	2730	5335	2105	6125	6905	2545	2480	2985	2975																							
Mombasa (Kenya)	4135	6900	4595	2620	5880	4445	5845	3180	6945	2780	5235	5625																					
Moscow (U.S.S.R.)	1345	5595	4210	4235	5735	1710	3020	4960	5700	5075	3575	3980																					
Nikolaevsk (U.S.S.R.)	3140	2545	4085	984	1585	3340	5340	6605	2680																								
Omsk (U.S.S.R.)	2385	4745	3095	4800	1510	3185	4765	4400																									
Petropavlovsk (U.S.S.R.)	2485	2445	4280	1095	2555	5785	8005																										
Shanghai (China)	5105	4595	3305	3370	5940	5570																											
Singapore	1060	5740	5405	6680	5330																												
Tashkent (U.S.S.R.)	4805	6755	5640	4035																													
Tiflis (U.S.S.R.)	3800	5385	7105																														
Tokyo (Japan)	5075	2750																															
Truk (Caroline Is.)	6115																																
Tulagi (Solomon Is.)																																	
Vladivostok (U.S.S.R.)																																	

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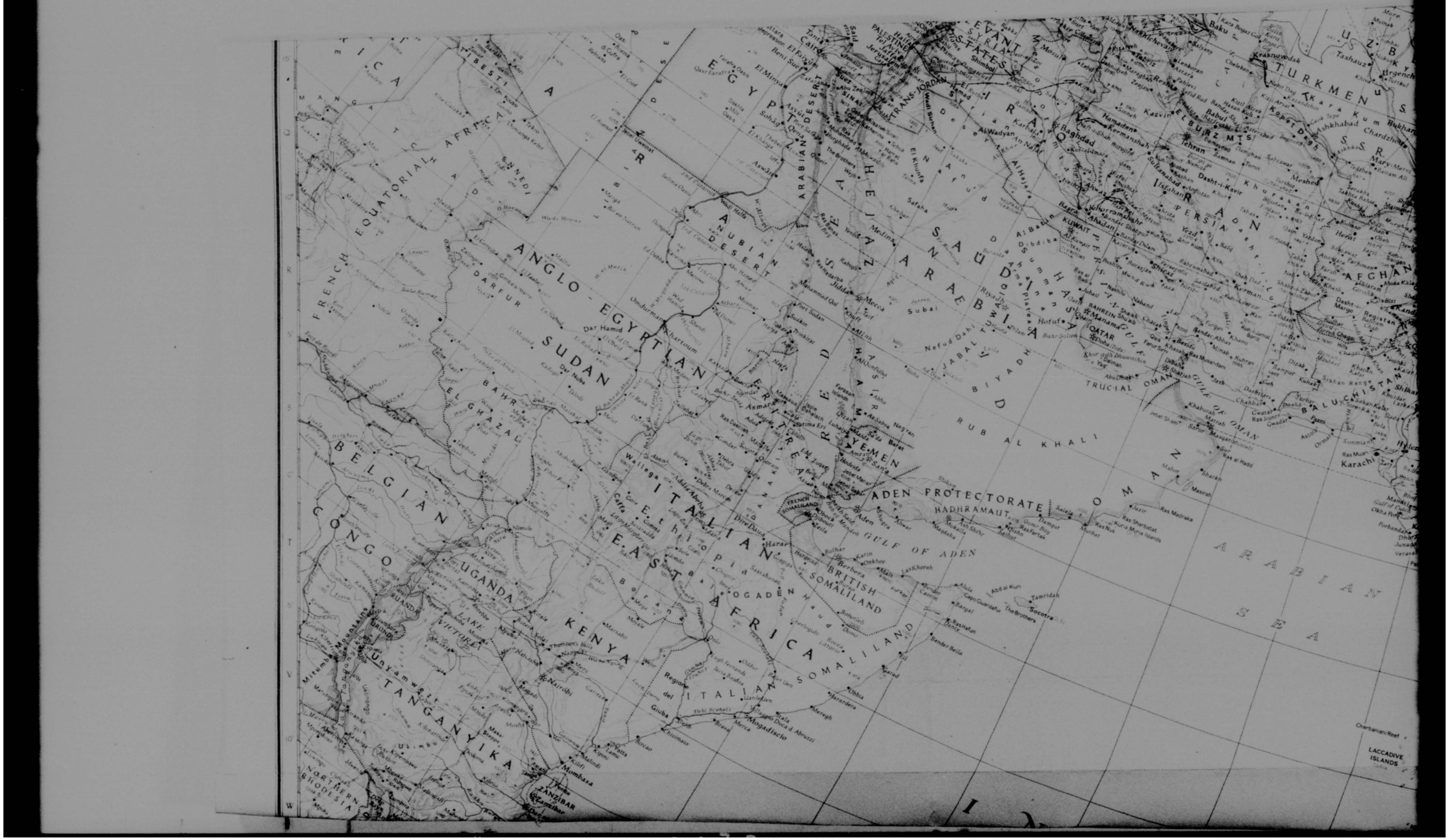
FRENCH EQUATORIAL AFRICA
TIBESTI
ANGLO-EGYPTIAN SUDAN
DARFUR
BAHR EL GHAZAL
BELGIAN CONGO
UGANDA
KENYA
TANGANYIKA
NORTHERN RHODESIA
LAKE VICTORIA
Ruwenzori Mountains
Mitumba Mountains
Uyamwezi
Ulimbo
EGYPT
ARABIAN DESERT
NUBIAN DESERT
SINAI
Suez Canal
Cairo
Aswan
Wadi Halfa
Dar Hamid
Khartoum
Omdurman
Port Sudan
Suakin
Jebel Uweinat
EVANT STATES
SYRIA
PALESTINE
TRANS-JORDAN
Haifa
Jerusalem
Tel Aviv
Amman
Shimbol
Palmyra
Homs
Damascus
Mosul
IRAQ
Baghdad
Kirkuk
Karbala
Al Wadyan
An Nafud Desert
HEJAZ
SAUDI ARABIA
Mecca
Jidda
Medina
Rabegh
Yenbo
Muhammad Qol
Rabigh
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Wejh
Tabuk
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Riyadh
Dhahran
Dammam
Jubail
Abqaiq
Al Hasa
Ad Dibdiba
Ad Dahna
Summan Plateau
Nefud Desert
JABAL TUWAIQ
RUB AL KHALI
BAHREIN Shaikh
Manama
QATAR
Doha
TRUCIAL OMAN
Abu Dhabi
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Sharjah
Khor Dubai
Khor Ghanada
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Khor Shamilah
Khor Kalba
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Ras Dhaid
Ras Shamilah
Ras Kalba
Ras Musandam
Khasab
Dibba
Fujeira
Khor Fakkan
GULF OF OMAN
Ras al Hadd
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Zabid
Mocha
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Lahej
Aden
ADEN PROTECTORATE
HADHRAMAUT
Mukalla
Ash Shihr
Gisr Bin Fadl
Bir Fartak
Saiyun
Tarim
Shibam
Seiyal
Dhamot
Ras Fartak
Ras Nus
Murbat
Ras Sharbatat
Kuria Muria Islands
Ras Madraka
Sur
GULF OF ADEN
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Djibouti
Obock
Tadjoura
Gulf of Tadjoura
Ali Sabieh
Dikhil
Loyada
Dire Dawa
Harar
Jijiga
Gorrahei
Berbera
Bulhar
Karin
Dokhor
Las Khoreh
BRITISH SOMALILAND
Hargeisa
Burao
Erigavo
Las Anod
Alula
Cape Guardafui
Bargal
Ras Hafun
Tsmridah
Socotra
The Brothers
Bender Beila
Obbia
Mogadiscio
Merca
Brava
Kismayu
Afmadu
Gelib
Jamame
Chisimaio
Lugh Ferrandi
Bardera
Belet Uen
Mataran
Dolo
Neghelli
Gorahei
Harar
Dire Dawa
Addis Ababa
Debra Marcos
Debra Tabor
Gondar
Lake Tana
Asmara
Massawa
Adigrat
Adua
Makale
Dessie
Waldia
Lalibela
Gimma
Jimma
Gore
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Lake Stefanie
Lake Margherita
Lake Abaya
Lake Chamo
Lake Naivasha
Lake Rudolf
Nairobi
Kisumu
Kericho
Eldoret
Nakuru
Kitale
Lodwar
Kisii
Kericho
Kisumu
Kakamega
Mumias
Nandi
Kapsabet
Kitui
Machakos
Thika
Kiambu
Nyeri
Embu
Meru
Kilifi
Malindi
Mombasa
Kipini
Lamu
Garissa
Wajir
Mandera
Moyale
Marsabit
Isiolo
Maralal
Rumbek
Yei
Juba
Nimule
Gondokoro
Mongalla
Lado
Wau
Tambura
Yambio
Maridi
Rejaf
Torit
Kapoeta
Kajo Kaji
Aba Island
Bor
Malakal
Renk
Kosti
Sennar
Singa
Roseires
Wad Medani
Gedaref
Kassala
Tokar
Port Sudan
Suakin
Tokar
Agordat
Keren
Barentu
Tessenei
Omdurman
Khartoum
Shendi
Atbara
Merowe
Dongola
Wadi Halfa
Abu Hamed
Berber
Ed Debba
Ed Damer
Ed Dueim
Kabushiya
Kosti
Rabak

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U S S R
Golodnaya Step
Muyun Kum
Kzyl Orda
Ayaguz
Balkhash
Lake Balkhash
Kokpekty
Ulankom
Urumchi
Kuchengtze
Tsagan Sanje
Alma Ata
Frunze
Przhevalsk
Issyk Kul
Chimkent
Dzhambul
Tashkent
Kirghiz Steppe
Kara Kum
Turkmen S.S.R.
Ashkhabad
Chardzhou
Bukhara
Samarkand
Kopet Dagh
Mary
Merv
Stalinabad
Tadzhik S.S.R.
Kulja
Chuguchak
Dzungaria
Barkol
Hami
Turfan
Turfan Depression
Lop Nor
Tarim Basin
Kashgar
Yarkand
Karadong
Khotan
Yarkand (Soche)
Charkhlik
Bash Qurghan
Makhai
Amnermurgul
Hoidutkara
Gashun
Tulans
Kara Nor
Tumhang
Nagchu
Tangla Range
Lhasa
Gyangtse
Shigatse
Tsangpo
Yarlung Tsangpo
Kokoshili Shan
Kunlun Shan
Changtang
Tsaidam
Tsinghai
Ala Shan
Ningsia
Yinchuan
Ordos
Inner Mongolia
Outer Mongolia
Ulanbator
Ulanbokha
Sharaburdun
Khormutu
Ederengen Nuru
Bilgekhu
Chineheng
Mingshui
Welyuan
Tsitsihar
Manchuria
Hsingan Ling
Changchun
Kirin
Mukden
Fushun
Antung
Yalu
Peiping
Tientsin
Lutai
Dairen
Port Arthur
Chefoo
Tsingtao
Hwai
Yangtze
Nanking
Shanghai
Hangchow
Wusih
Hankow
Kiukiang
Changsha
Kaifeng
Shenyang
Jehol
Chengtu
Chungking
Kunming
Yunnan
Kweichow
Canton
Kowloon
Hong Kong
Macao
Taihoku
Taiwan
Tainan
Hainan
Lingshui
Yungkia (Wenchow)
Foochow
Amoy
Swatow
Shantung
Kansu
Shensi
Szechwan
Sikang
Tibet
Yenchentanglha Range
Nyainqentanglha Range
Kangri
Thok Dzavrakpo
Shigarkhung
Tashi Gompa
Adak Habchoka
Jyekundo
Nagchu Dzong
Lho Dzong
Tapsing
Shekar Dzong
Khamba Dzong
Lhasa
Gyangtse
Shigatse
Tsangpo
Yarlung Tsangpo
Tsela Dzong
Dongkya La
Changla
Manam La
Tengko
Chaksam
Dongpo
Tsangpo Gorge
Pemakoichung
Sikang
Yunnan
Kwangsi
Kwangtung
Fukien
Kiangsi
Chekiang
Kiangsu
Anhwei
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Honan
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Kansu
Szechwan
Hupeh
Hunan
Kweichow

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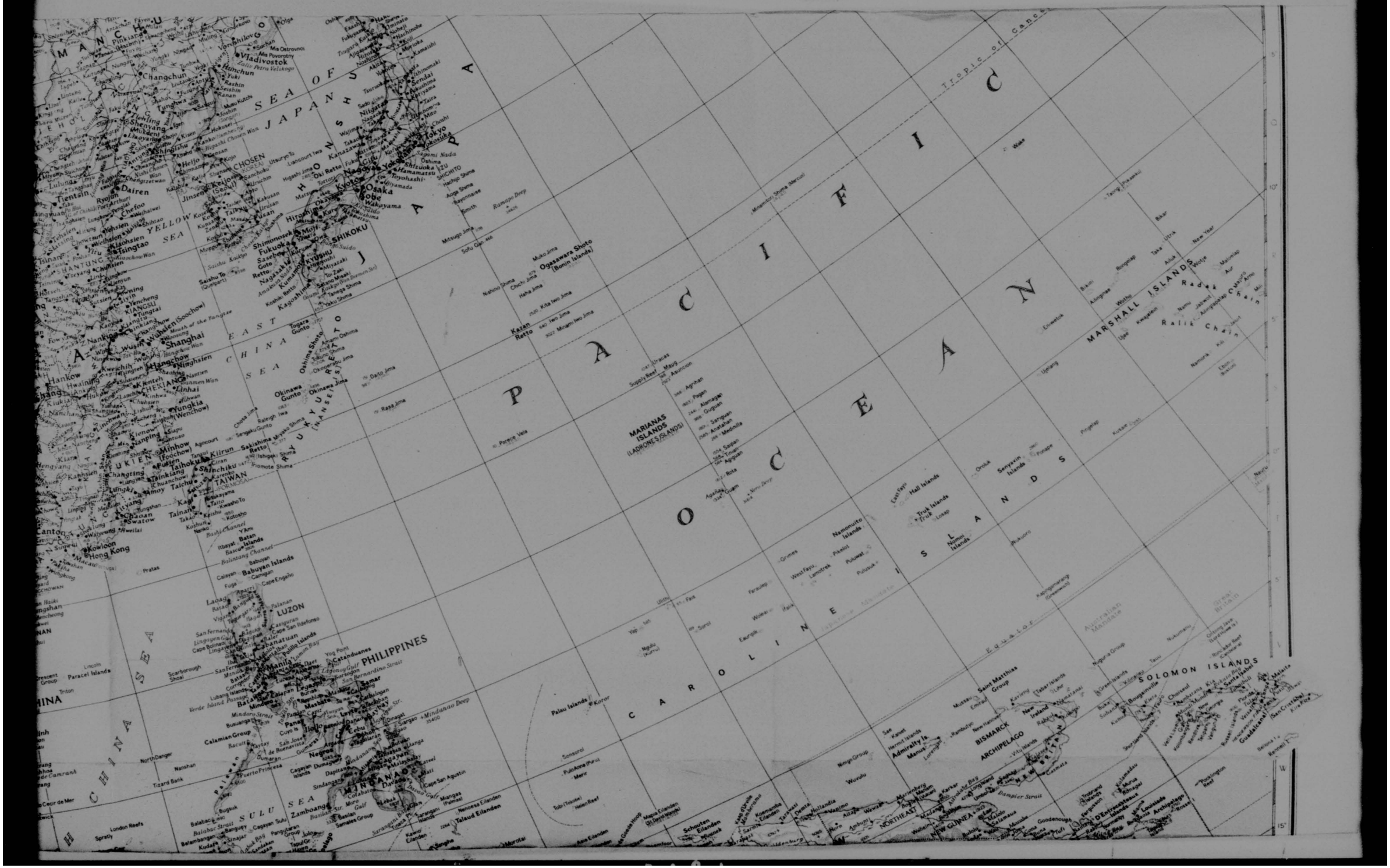
MANCHURIA
SEA OF JAPAN
HONSHU
JAPAN
YELLOW SEA
EAST CHINA SEA
SOUTH CHINA SEA
SULU SEA
PACIFIC OCEAN
Tropic of Cancer
Equator
Vladivostok
Changchun
Harbin
Dairen
Tientsin
Tsingtao
Shanghai
Hangchow
Foochow
Amoy
Swatow
Canton
Hong Kong
Kowloon
Keijo (Seoul)
Fusan
Nagasaki
Osaka
Kobe
Kyoto
Nagoya
Yokohama
Tokyo
Hakodate
Sendai
Niigata
Hiroshima
Shimonoseki
Fukuoka
Kagoshima
SHIKOKU
KYUSHU
RYUKYU (NANSEI) SHOTO
Okinawa Gunto
Okinawa Jima
Oki Retto
Sado Shima
Izu Shoto
Ogasawara Shoto (Bonin Islands)
MARIANAS ISLANDS (LADRONES ISLANDS)
Guam
Saipan
Truk Islands
Ponape
Palau Islands
Yap
Ulithi
Woleai
Nukuoro
Kapingamarangi
Nauru
Ocean Island
Gilbert Islands
MARSHALL ISLANDS
Jaluit
Kwajalein
Wotje
Eniwetok
Bikar
Utirik
Taongi
Rongelap
Ailinglapalap
Namu
Ailuk
Mejit
Majuro
Arno
Aur
Maloelap
Wake
Marcus Shima
Minami Tori Shima
Bonin Islands
Volcano Islands
Iwo Jima
Kita Iwo Jima
Minami Iwo Jima
Kazan Retto
Daito Jima
Rasa Jima
Parece Vela
Supply Reef
Agrihan
Pagan
Alamagan
Guguan
Sarigan
Anatahan
Farallon de Medinilla
Rota
Agaiguan
Tinian
Saipan
Aguijan
Guam
Hall Islands
Truk Islands
Losap
Nomoi Islands
Senyavin Islands
Oroluk
Nanomuito Islands
Pulusuk
Pulowat
Lamotrek
West Feyu
Feraulep
Woleai
Eauripik
Sorol
Yap
Ngulu (Kurai)
Palau Islands
Koror
Sonsorol
Pulo Anna (Puru Mere)
Tobi (Tobelo)
Helen Reef
Ngcgi Group
Wuvulu
Saint Matthias Group
Mussau
Emirau
Admiralty Is.
Manus
Lorengau
New Hanover
BISMARCK ARCHIPELAGO
New Ireland
Kavieng
Tabar Islands
Lihir
Tanga
Feni
Nissan
Buka
Bougainville
Green Islands
Nuguria Group
Taku
Kieta
Choiseul
SOLOMON ISLANDS
Santa Isabel
Malaita
Guadalcanal
San Cristobal
Rennell I.
Australian Mandate
New Britain
Gilbert Islands
Ellice Islands
Nukufetau
Funafuti
Nukulaelae
Vaitupu
Nanumaga
Nanumea
Niutao
Kapingamarangi
Nauru
Ocean Island
Tarawa
Makin
Abaiang
Maiana
Butaritari
Marakei
Aranuka
Kuria
Apaiang
Tabiteuea
Nonouti
Onotoa
Beru
Nikunau
Arorae
Tamana
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ANGLO-EGYPTIAN SUDAN
ANGLO-EGYPTIAN
SUDAN
FRENCH EQUAT
BELGIAN CONGO
UGANDA
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TANGANYIKA
ITALIAN EAST AFRICA
ITALIAN SOMALILAND
BRITISH SOMALILAND
ADEN PROTECTORATE
HADHRAMAUT
YEMEN
SAUDI ARABIA
ARABIAN DESERT
NUBIAN DESERT
RUB AL KHALI
PERSIA
AFGHANISTAN
BALUCHISTAN
TRUCIAL OMAN
GULF OF OMAN
GULF OF ADEN
ARABIAN SEA
INDIAN OCEAN
MOZAMBIQUE
MOZAMBIQUE CHANNEL
MADAGASCAR
Tropic of Capricorn
Equator
Khartoum
Omdurman
Port Sudan
Jidda
Mecca
Medina
Asmara
Addis Ababa
Aden
Mukalla
Hofuf
Riyadh
Dhahran
Bahrein
Manama
Qatar
Kuwait
Abadan
Karachi
Mombasa
Zanzibar
Dar es Salaam
Nairobi
Kampala
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Berbera
Harar
Dire Dawa
Jibuti
Socotra
Seychelles
Amirante Isles
Aldabra Islands
Farquhar Islands
Providence
Coetivy
Agalega Islands
Cargados Carajos Shoals
Chagos Archipelago
Diego Garcia
Laccadive Islands
Maldive Islands
Minicoy
Addu Atoll
Male
Tananarive
Tamatave
Majunga
Tulear
Diego Suarez
Comoro Islands
Mayotte
Anjouan
Mohéli
Grande Comore
Nosy Be
Nosy Vao
Juan de Nova
Europa
Bassas da India
Tromelin
Cap St André
Cap St Sébastien
Cap d'Ambre
Baie de Diego-Suarez
Baie de Majunga
Baie de Tamatave
Baie de Fort Dauphin
Lake Victoria
Lake Nyasa
Lake Rudolf
Lake Tana
Mt Ruwenzori
Mt Elgon
Mt Kilimanjaro
Mt Kenya
Mt Meru
Mt Aberdare
Mt Mitumba
Mt Kulal
Mt Marsabit
Mt Moroto
Mt Debasien
Mt Ras Dashan
Mt Amba Alagi
Mt Milanje
Mt Namuli
Mt Binga
Mt Vumba
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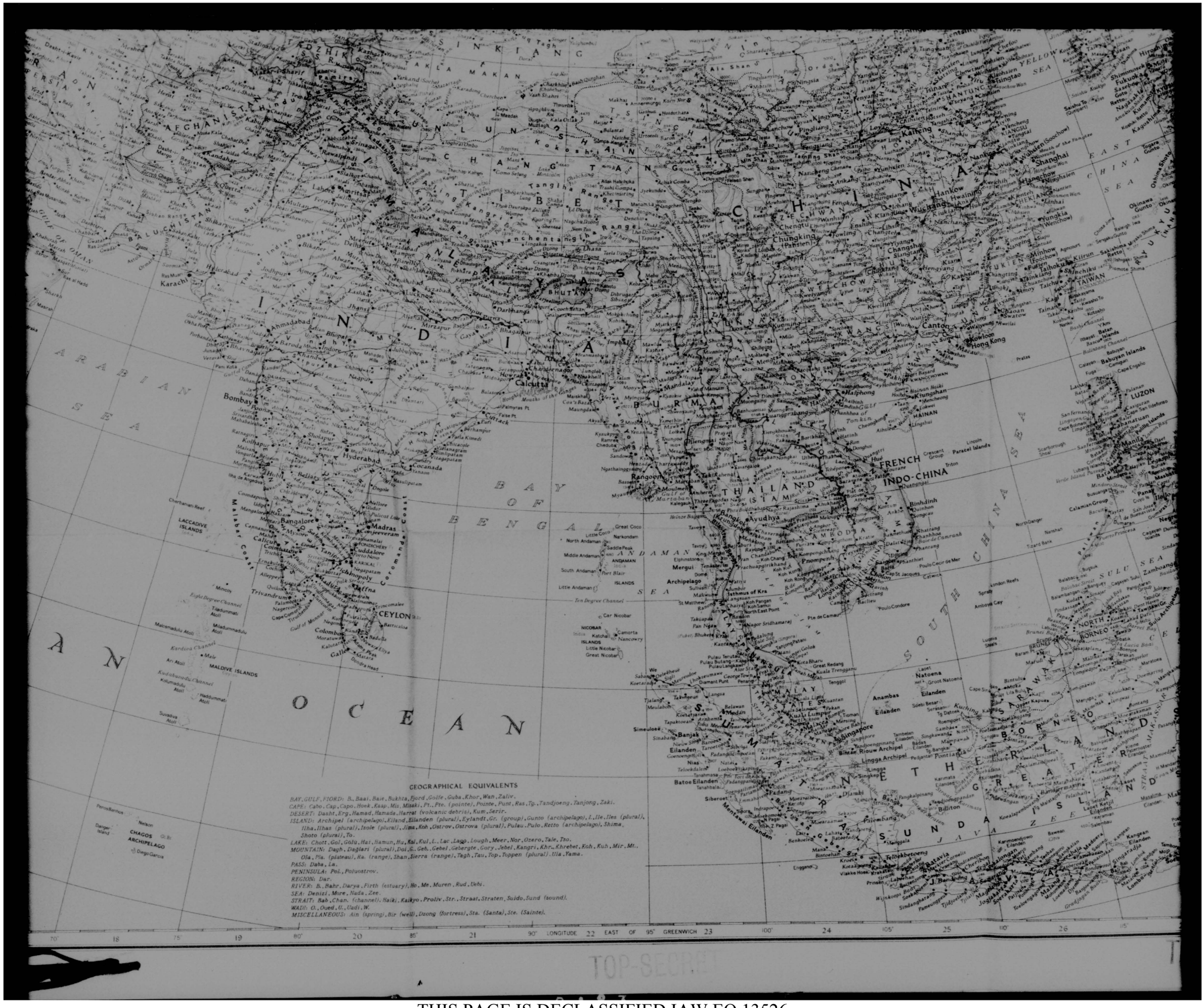

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20 May 1944

SUBJECT: Alternate Air Route to the Maritime Provinces from North African and European Theaters.

TO : Commanding General
Army Air Forces
Washington 25, D.C.

Attention: Asst. Chief of Air Staff, Plans.

1. On 11 May 1944 the Air Transport Command was requested to prepare a supplement to the plan submitted on 26 January 1944 by ATC for the movement of 10 Heavy Bomb Groups, 10 Fighter Groups, and the airplanes of 10 Troop Carrier Groups from the UK to the Maritime Provinces of Russia. The supplement is to be on the basis of moving the same organizations from Italian bases to the Maritime Provinces of Russia following a generally southern course as far to the East as possible before turning north.

TAB B Part 2

2. Appended is a description of the recommended, and possible alternate, routes, with maps.

3. The assignment of route supervisors specified in paragraph 9 (d) of the original plan is to read as follows:

"(1) One stationed at Cairo to supervise the route from Italy to Habbaniya.
(2) One stationed at Tehran to supervise the route from Habbaniya to Bukhara.
(3) One stationed at Karaganda to supervise the route from Bukhara to Krasnoyarsk.
(4) One stationed at Kirensk to supervise the route from Krasnoyarsk to Yakutsk."

4. Paragraph 9 (g) of the original plan is to be modified to provide for a maximum of 18 days for the movement of each unit.

5. Paragraph 9 (i) of the original plan is to be modified to provide for the following time schedule:

(1) Survey flight (Tehran to the Maritime Provinces) - 30 days

(2) Actual operation - 70 to 80 days

(3) Closing the route - 18 days

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6. The following words are to be substituted in the original plan:

Paragraph 1 (e): Substitute "Italy" for "the United Kingdom"

Paragraph 2 (a) and 2 (b): Substitute "Italy" for "United Kingdom" and "England".

Paragraph 3 (b): Substitute "Italy" for "England."

Paragraph 4 (a) and 4 (c): Substitute "Italy" for "England."

Paragraph 5 (a): Substitute "Tehran" for "Warsaw."

Paragraph 9 (a): Substitute "Italy" for "the United Kingdom."

Paragraph 10 (a): Substitute "Tehran" for "Warsaw."

7. It is believed that, with the exception of the changes noted above, the original plan is applicable to a movement from Italy to the Maritime Provinces by the recommended route.

For the Commanding General:

C. GRANT MASON, JR.
Colonel, G.S.C.
Asst. Chief of Staff
Plans

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SUPPLEMENT TO PLAN FOR A.T.C. TRANSPORT COMMAND

PARTICIPATION IN GAYLORD PROJECT (MOVEMENT FROM ITALY)

Suggested Routes

1. Italy - Tunis - Tripoli - Bengazi - Cairo - Habbaniya - Tehran - Bukhara - Karaganda - Krasnoyarsk - Kirensk - Yakutsk (7094 miles); or Bukhara - Alma Ata - Novosibirsk - Kurensk - Yakutsk (7314 miles).

This route follows as much as possible the already established ATC routes (Italy to Tehran) and has the advantage of already existing organization, including personnel, communications and accomodations, familiarity and good year-round weather. The length of the route over unfamiliar territory (Tehran to Yakutsk) is only 3885 or 4105 miles.

Within Soviet territory all the stations west of Krensk would be on railroad lines.

The disadvantages would be the length of the route, its possible use to capacity for other purposes, and possible capacity use of the ground supply routes within Soviet territory for the movement of supplies to China. However, congestion on this air route could be relieved by moving other aircraft to the India-China area by the Central African route, which it is planned to keep in operation.

This route would require two or three stations within USSR in addition to those required by the original plan.

2. Italy - Athens - Cyprus - Habbaniya - Tehran - Bukhara - Karaganda - Krasnoyarsk - Kirensk - Yakutsk (6017 miles); or Bukhara - Alma Ata - Novosibirsk - Kurensk - Yakutsk (6237 miles).

This modification of route 1, utilizing the clusters of good airfields around Athens and in Cyprus, would relieve any possible congestion on the present ATC route through Cairo. Within Soviet territory it is identical with Route 1. Facilities at Athens, however, may be found destroyed or badly damaged.

3. Italy - Galati (Rumania) - Tbilisi - Ashkhabad - Tashkent - Karaganda - Krasnoyarsk - Kirensk - Yakutsk (5843 miles); or Tbilisi - Turtkul-Tashauz area - Karaganda - Krasnoyarsk - Kirensk - Yakutsk (5520 miles).

This route is shorter than Routes 1 or 2, but passes through Rumania, where most of the facilities may have been destroyed or damaged, and has a long over-water hop from Galati to Tbilisi; at Ashkhabad and Tashkent

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it impinges upon the ground supply route to China, while the Turtkul-Tashauz groups of fields is of undertain adequacy and is located away from railroads and the main supply routes.

4. Italy - Galati - Stalingrad - Magnitogorsk (or Chelyabinsk) - Novosibirsk - Kirensk - Yakutsk (4941 miles).

This is the shortest but also the most northerly route. Supply facilities are good, but the shipment of supplies would have to utilize some of the routes (as through Tehran) which might be required for other purposes, just as in the case of the other routes here suggested. It may be considered as the best alternate to Route 1, reducing to a minimum the number of stations (7 as against 10 on Route 1), and thus, as the experience of operations over the North Atlantic, and the South Atlantic in the winter of 1943-44 shows, minimizing one of the chief causes of difficulties in ferrying operations (landings and take-offs).

It is believed that Route 1, with route supervisors stationed at Cairo, Tehran, Karaganda, and Kirensk, is to be recommended, for the following reasons:

a. It utilizes to the greatest possible extent the already existing ATC organization. It would be unnecessary to install additional communications facilities and other equipment between Italy and Tehran.

b. It is the most southerly route with the best winter weather conditions.

c. It avoids territory devastated by the enemy where supply facilities might be difficult to reestablish.

d. It reduces to a minimum the number of stations in Soviet territory and the length of route over territory not already familiar to ATC.

e. At all stations west of Kirensk sea-borne or railroad transportation is available.

f. Even if there is other heavy traffic through Tehran and Central Asiatic railroads to USSR and China, the supplies for the re-deployment stations would probably have to be shipped through this area anyway.

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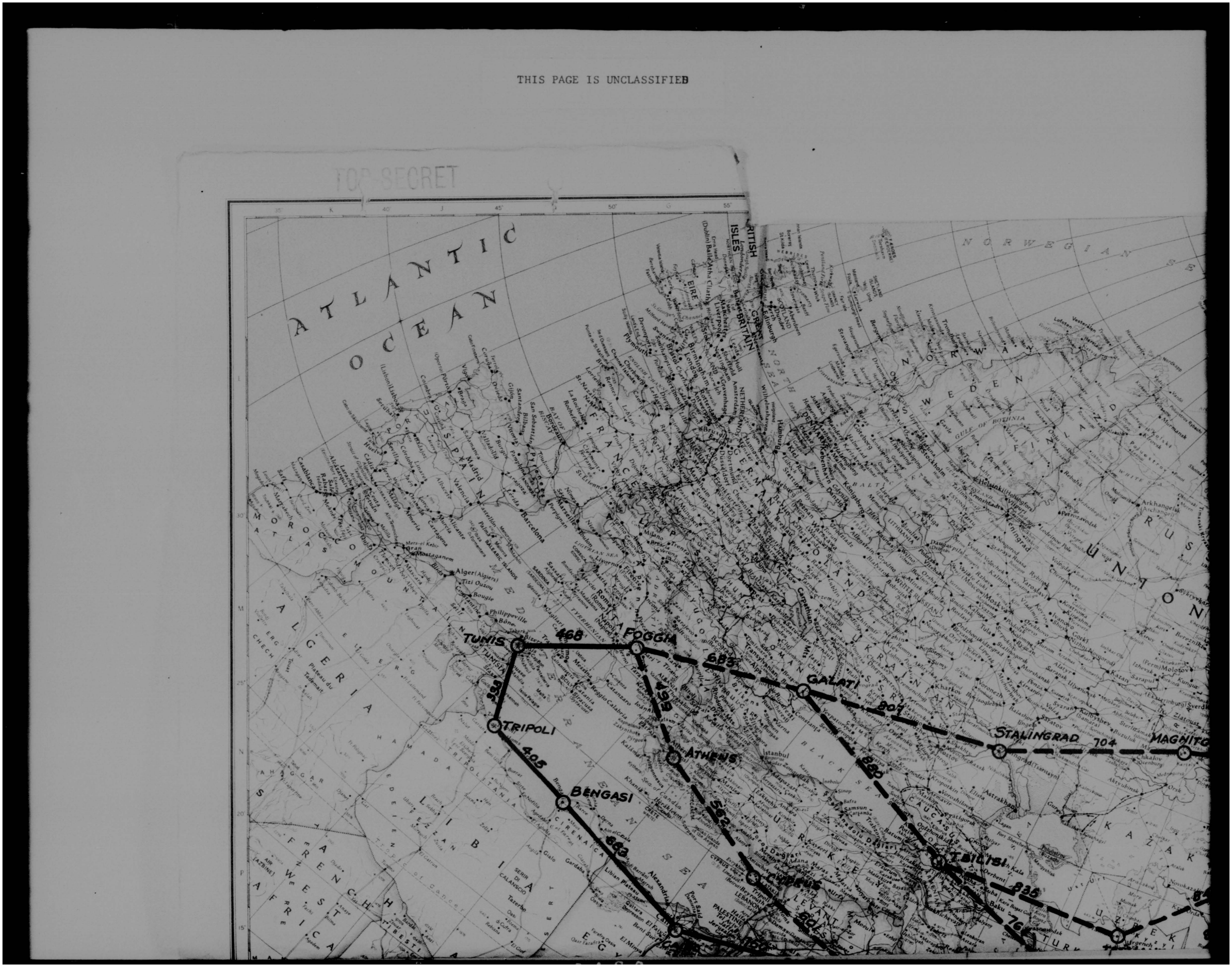

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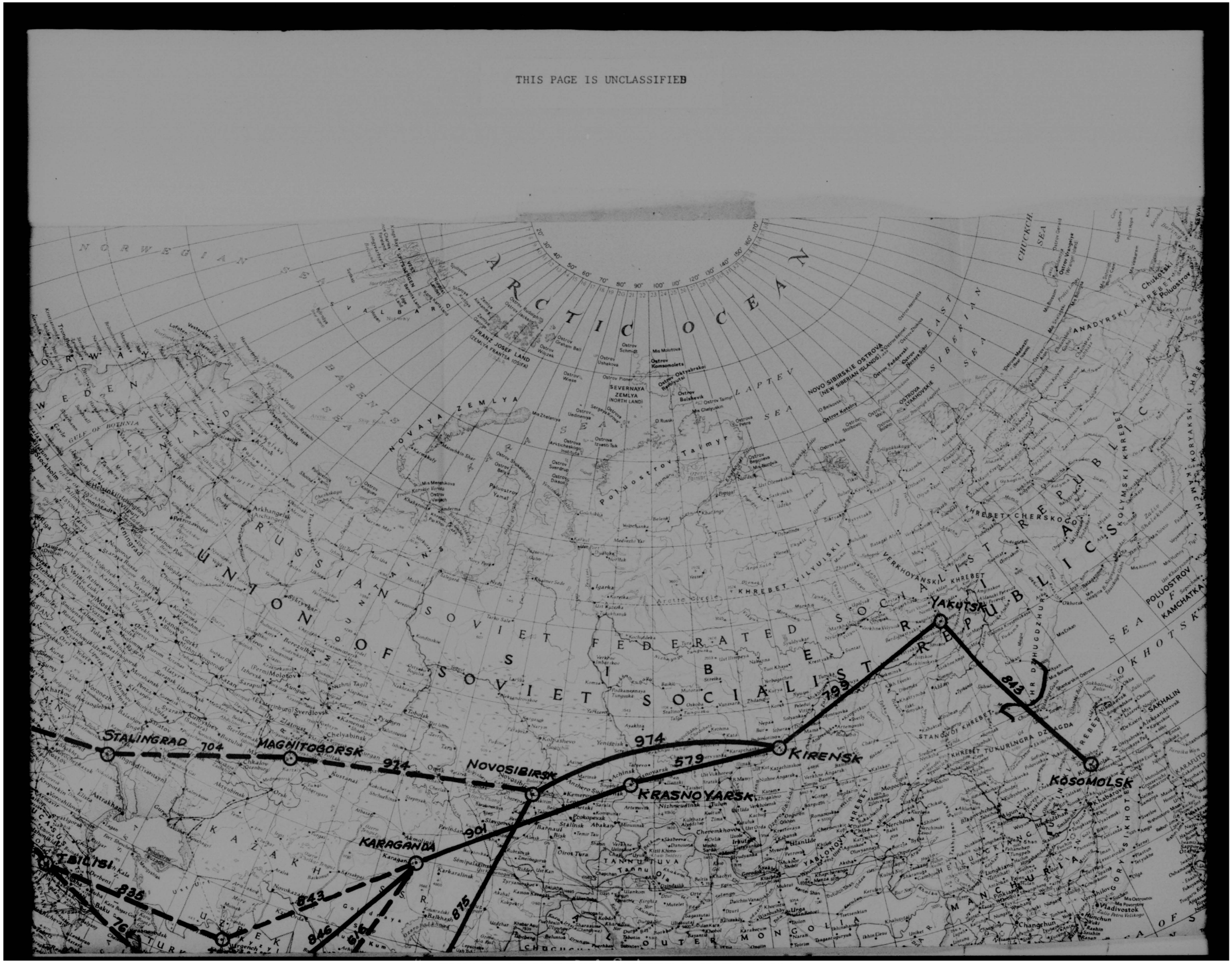

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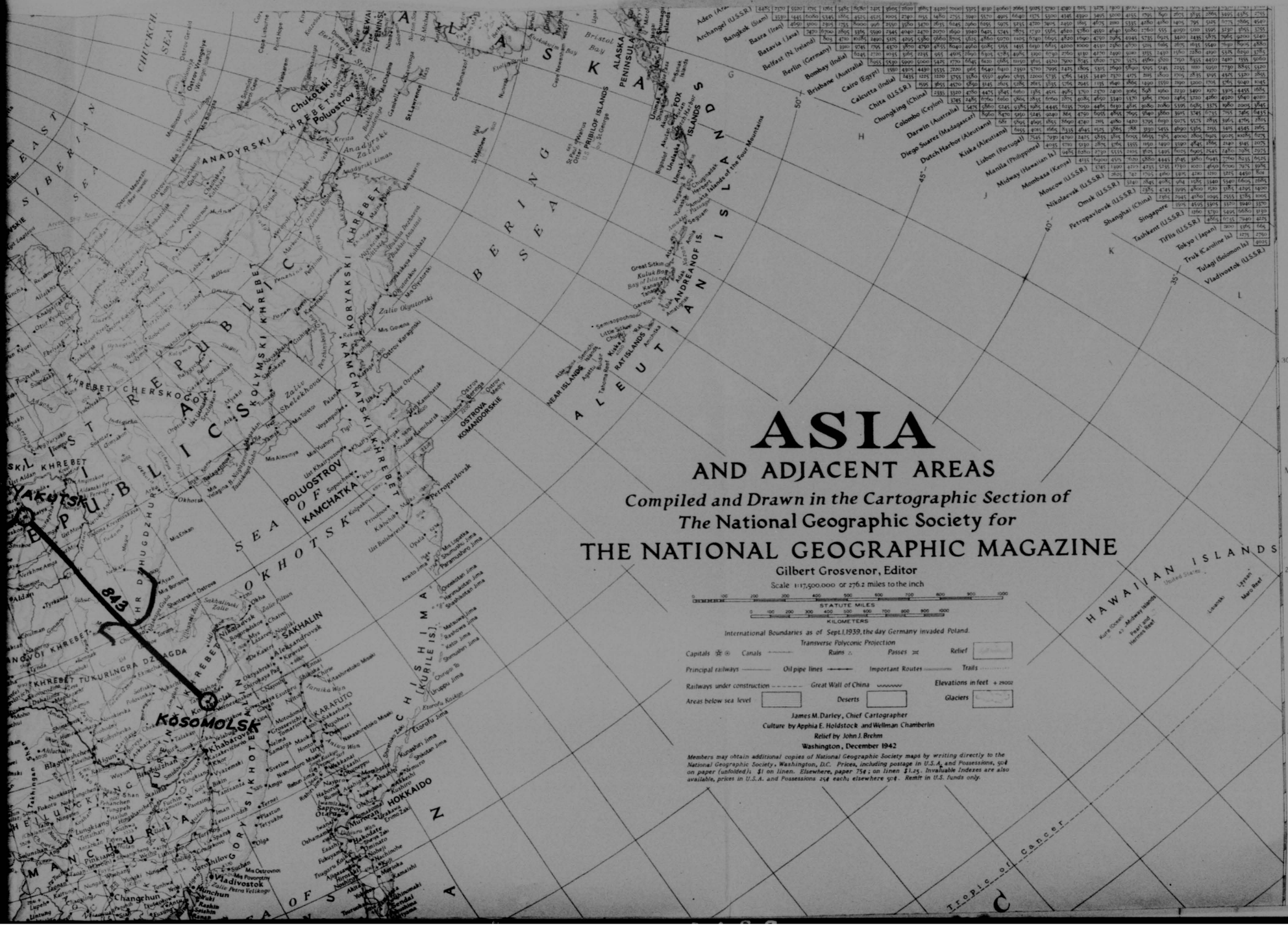
CHUKCHI SEA
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BERING SEA
SEA OF OKHOTSK
ALASKA PENINSULA
ALEUTIAN ISLANDS
PRIBILOF ISLANDS
FOX ISLANDS
RAT ISLANDS
NEAR ISLANDS
ANDREANOF IS.
KURILE IS.
HAWAIIAN ISLANDS
ANADYRSKI KHREBET
KORYAKSKI KHREBET
KAMCHATSKI KHREBET
KHREBET CHERSKOGO
KHREBET TUKURLINGRA DZAGDA
SOVIET SOCIALIST REPUBLICS
MANCHURIA
HOKKAIDO
SAKHALIN
POLUOSTROV KAMCHATKA
YAKUTSK
KOSOMOLSK
VLADIVOSTOK
Chukotski Poluostrov
Anadyrski Zaliv
Great Sitkin I.
Kulak Bay
Bristol Bay
Unimak I.
Unalaska
Umnak I.
Akutan
Chagulak
Herbert
Amatta
Segulam
Semisopochnoi
Little Sitkin
Kiska
Attu
Agattu
Buldir
Tahoma Reef
Nikolski
Amchitka
Amukta
Seguam
Ostrov Vrangelya
Wrangel I.
Cape Lisburne
Point Hope
Kotzebue
Diomede Islands
Bering Strait
Nunivak I.
Cape Newenham
Etolin Strait
Nushagak Bay
Kuskokwim Bay
Cape Romanzof
St. Lawrence I.
Gambell
Nunivak
Ostrov Karaginski
Ostrova Komandorskie
Petropavlovsk
Nikolskoye
Ostrova Beringa
Ostrova Medny
Ostrova Kurilskiye
Shumshu Jima
Paramushiro Jima
Onnekotan Jima
Harumukotan Jima
Shasshikotan Jima
Matsuwa Jima
Rashowa Jima
Ketoi Jima
Shimushiru Jima
Chirpoi To
Urup Jima
Etorofu Kuzkipi
Kunashiri Jima
Shikotan Jima
KARAFUTO
Tonsika Wan
Naibuchi
Nayoro
Asahigawa
Muroran
Hakodate
Aomori
Akita
Sapporo
Otaru
Iwamizawa
Rumoi
Ishikari Wan
Tsugaru Kaikyo
Shimonoseki
Nagasaki
Kagoshima
Fukuoka
Kochi
Kobe
Osaka
Nagoya
Hamamatsu
Shizuoka
Yokohama
Tokyo
Sendai
Hachinohe
Morioka
Aomori
Akita
Niigata
Kanazawa
Toyama
Fukui
Matsuyama
Takamatsu
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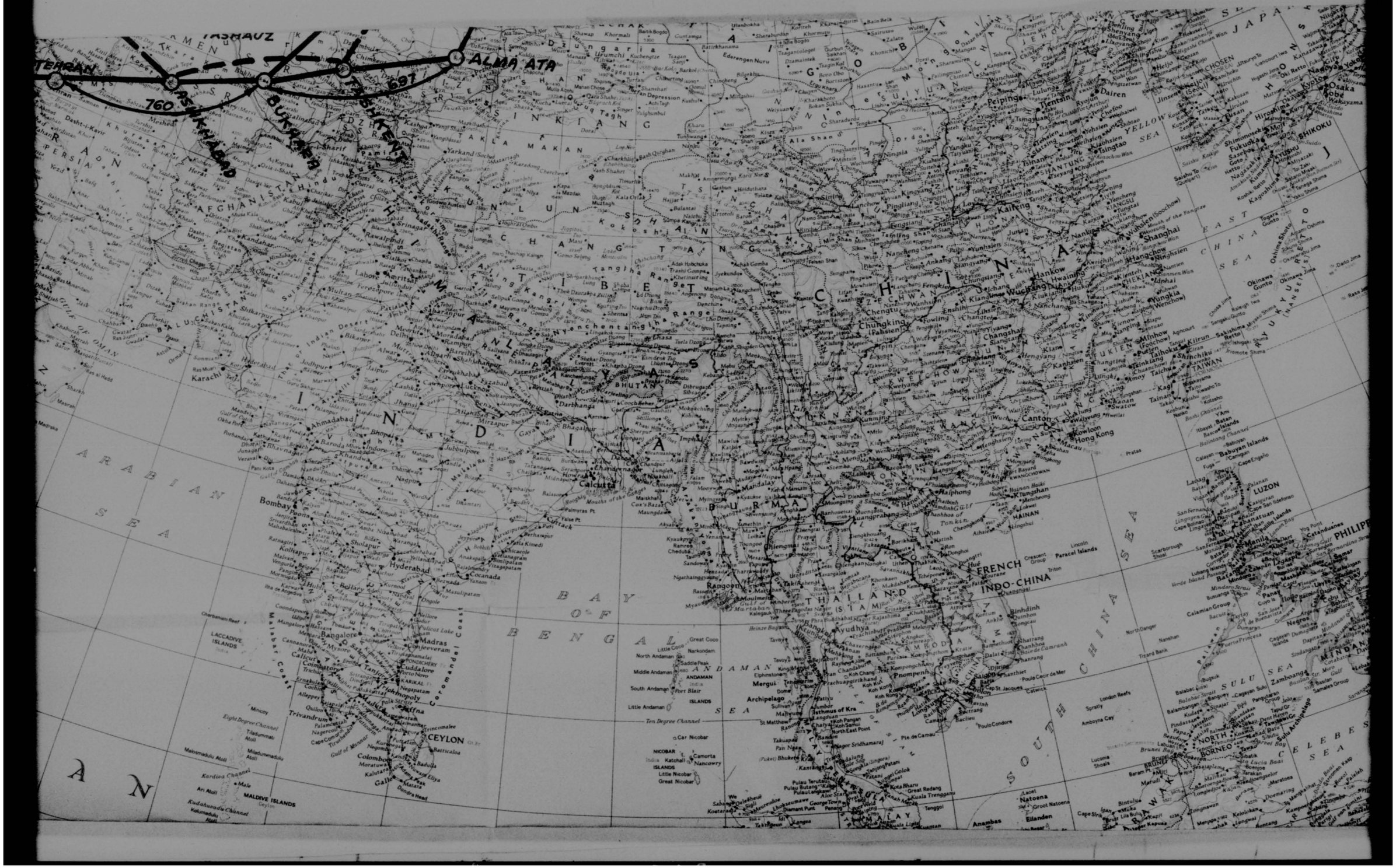

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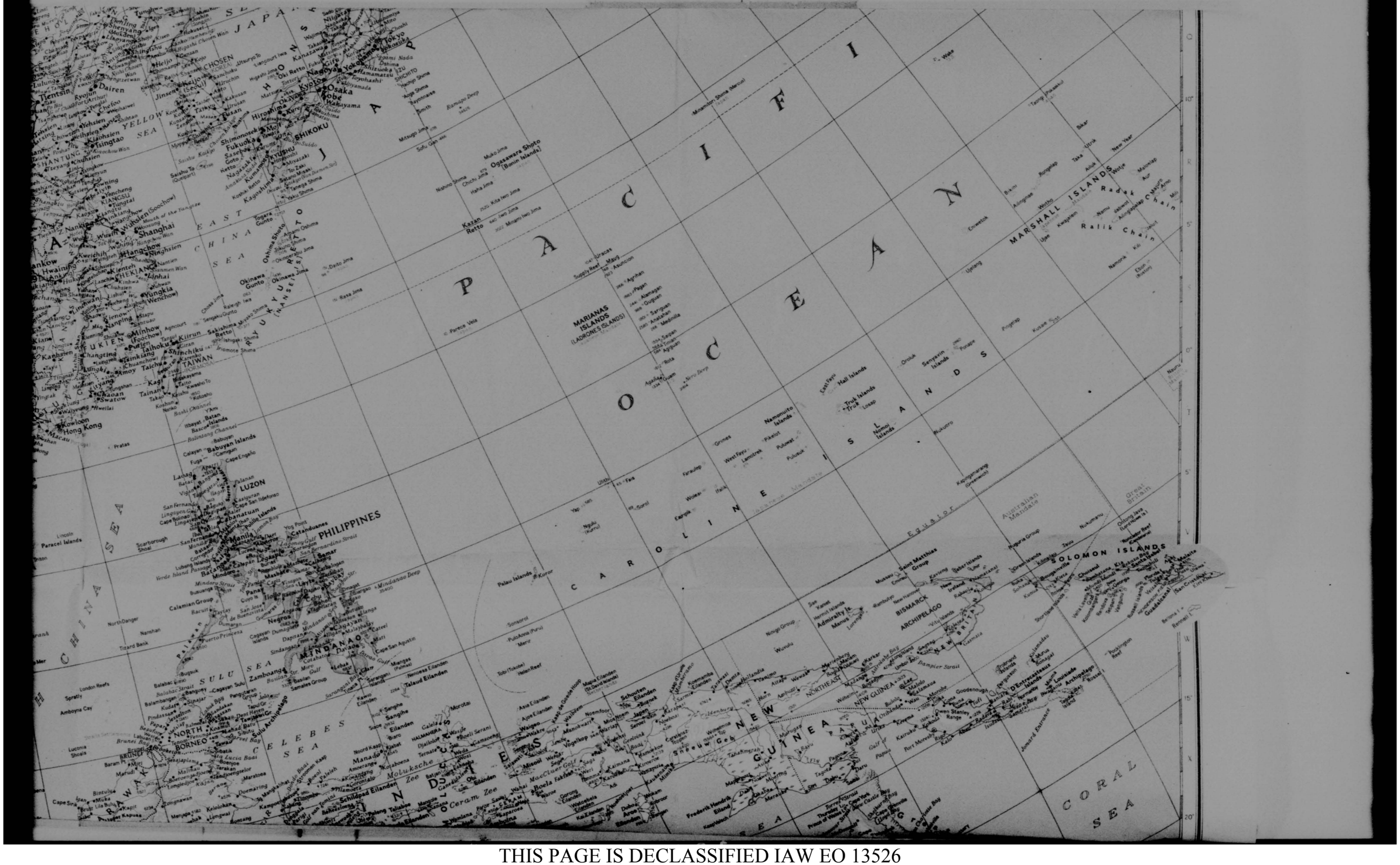

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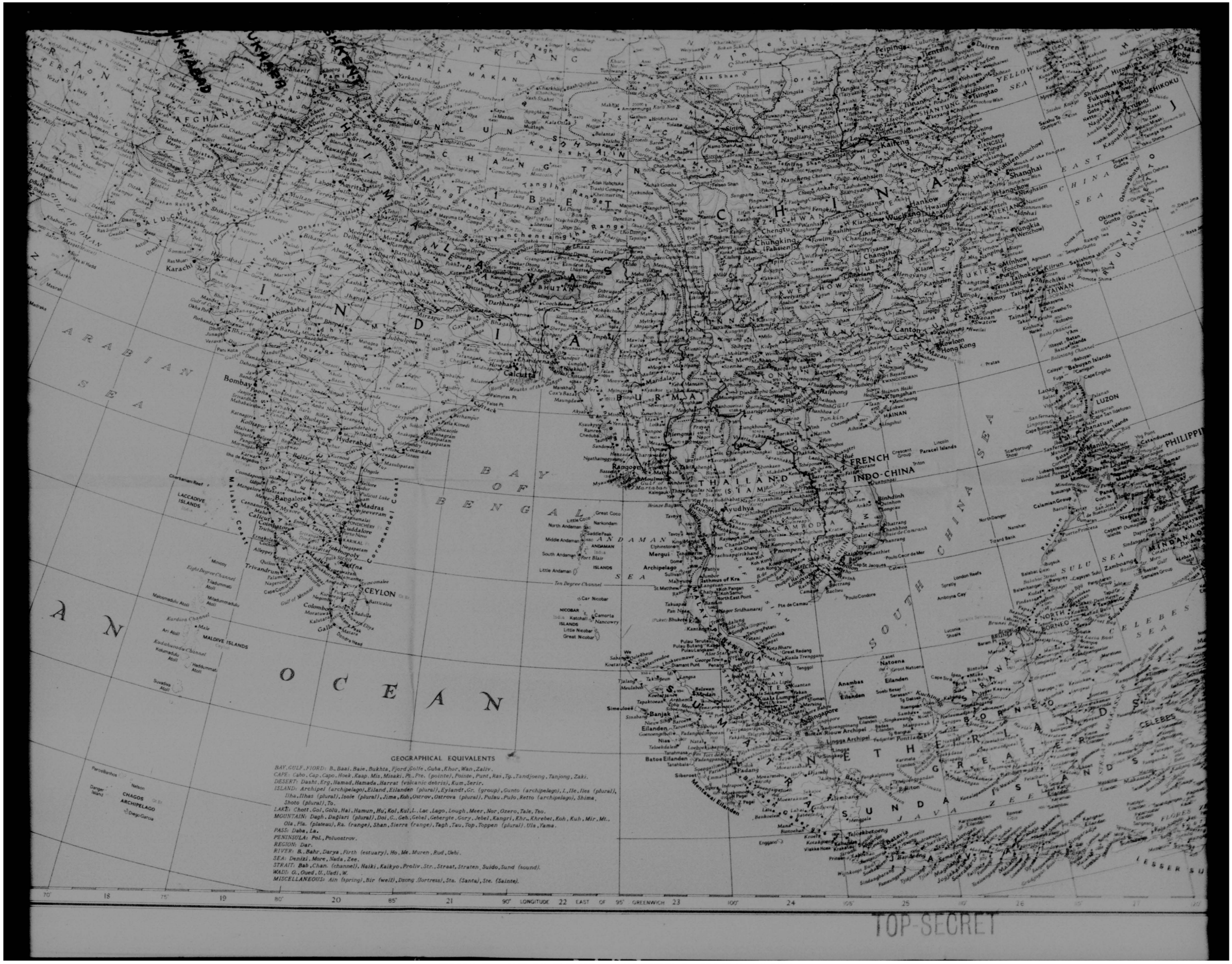

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Basis of Computing Groups

Fighter Groups of 75 aircraft plus 50% reserve. 1 pilot per a/c.

Bomb Groups of 48 aircraft plus 50% reserve. 100% reserve of combat crews.

Troop Carrier Groups of 64 aircraft plus 25% reserve. 1 crew per a/c, plus 1 navigator per 5 a/c.

Streamlined group Hqts for all groups. Streamlined command Hgts for 3 categories.

Total Aircraft & Personnel		CREWS
1070	Fighters	1070
720	Bombers	7200
800	Transport	3400
		11670

Total Personnel

Fighters	16219
Bombers	7710
Transports	8113
	32042
Less combat crews	11670
Remaining personnel	20372

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HEADQUARTERS ARMY AIR FORCES

Routing and Record Sheet

Subject: Plan Study Removing Ten Heavy Bombardment Groups by Air.

To: Asst C/AS, Plans (Operational Plans Division, Attention Colonel Gaylord)
Date 15 Jan 1944

From: Asst C/AS, OCR (Bombardment Branch)
Comment No. 1
Lt. Col. Cramer/mlk/72485

1. The problem is to move ten (10) heavy bombardment groups supporting a Bomber Command from a present established and operational base to X. In considering this air movement, it has been assumed that aircraft will land at airdromes already established where the following facilities will be made available:

a. Messing facilities and equipment
b. Billeting facilities and equipment
c. Refueling equipment for aircraft
d. Operating facilities
e. Squadron maintenance facilities
f. Communication and local transportation facilities
g. Office facilities
h. Hospitalization facilities
i. Engineering facilities
j. Ordnance failities
k. Quartermaster facilities
l. Airdrome defense and security
m. Base facilities

2. It is further assumed that the ground echelon of these units will not be taken into consideration in this move, which is believed of such a nature that the air echelon, when augmented with the facilities mentioned in paragraph 1, above, will be self-supporting for thirty days.

3. It is further assumed that each unit in this heavy bombardment move will have a fifty percent (50%) reserve in aircraft and a hundred percent (100%) reserve in crews; that all personnel and maintenance will accompany the flight; and that the flight will not be made over territory where the aircraft will be forced to defend themselves against enemy action.

4. Equipment involved will be streamlined as much as possible and will total the following:

	UNIT WEIGHT	OVERALL WEIGHT
1 Bomber Command	18,000 lbs.	18,000 lbs.
10 Bombardment Groups (H)	8,000 lbs.	80,000 lbs.
40 Bombardment Squadrons (H)	40,000 lbs.	1,600,000 lbs.
		1,698,000 lbs.

5. Personnel involved will be as follows:

	UNIT PERSONNEL		OVERALL PERSONNEL	
	Officers	Enlisted	Officers	Enlisted
1 Bomber Command	27	42	27	42

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HEADQUARTERS ARMY AIR FORCES
ROUTING AND RECORD SHEET

Subject: Plan Study Removing Ten Heavy Bombardment Groups By Air.
T
To: Asst C/AS, Plans (Operational Plans Division, Attention: Colonel Gaylord) 15 Jan 1944
From: Asst C/AS, OCR (Bombardment Branch) Comment No. 1 (Con'd)
Lt. Col. Cramer/mlk/72485

	UNIT PERSONNEL		OVERALL PERSONNEL	
	Officers	Enlisted	Officers	Enlisted
10 Bomb. Gps (H) (Including personnel for the Group Hq)	460	1,155	4,600	11,550
TOTAL	4,627		11,592	

This total includes the personnel for ninety-six (96) combat crews per group or a one hundred percent (100%) reserve in crews). The total does not include any Radar personnel. If the aircraft are radar equipped, it will be necessary for each airplane so equipped to have one additional enlisted man.

6. The data outlined above are assumptions based on minimum requirements and the value of such information in planning must be evaluated accordingly.

JACK ROBERTS
Colonel, Air Corps

M & E Sec. /s/ Ben Funk.

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PLAN STUDY FOR MOVING TEN FIGHTER GROUPS BY AIR

1. The following figures are estimates by weight and cubic dimensions of equipment required to operate ten single-engine fighter groups, ten fighter group headquarters and one fighter wing headquarters. These figures are for a period of thirty days.

2. The following items of equipment are assumed to be already available at the previously established bases from which these fighter organizations will operate:

a. Limited messing facilities and equipment.
b. Billeting facilities and equipment
c. Airplane refueling equipment.
d. Squadron maintenance shelters and operating facilities.
e. Communications facilities.
f. Tables, desks, chairs, etc.
g. Hospitalization facilities.
h. Transportation.
i. Crash equipment.
j. Engineering facilities.
k. Ordnance facilities.
l. Quartermaster facilities.
m. Airdrome defense.
n. Lighting facilities.
o. Base facilities.
p. Rationing facilities.
q. Individual clothing for personnel.

3. Personnel and equipment considered for movement by air are as follows:

	PERSONNEL	
1 Fighter Wing Hq.	40 officers	190 enlisted men
10 Fighter Group Hq	220 officers	500 enlisted men
30 Fighter Sqs (SE)	360 officers, non-pilot	
	1070 officers, pilot	5,010 enlisted men

MAINTENANCE EQUIPMENT

Equipment for: 10 Groups	90,000 lbs	- 10,000 cubic ft
10 Group Hq	20,000 lbs	- 2,000 cubic ft
1 Wing Hq	30,000 lbs	- 3,000 cubic ft

30 DAYS SPARE PARTS FOR SINGLE ENGINE FIGHTER AIRCRAFT

Spare parts for 1,000 P-47 type airplanes 480,000 lbs - 32,000 cubic ft.

TOTAL MAINTENANCE EQUIPMENT AND SPARE PARTS TO BE MOVED BY AIR

620,000 lbs - 47,000 cubic ft

FOLLOWING WEIGHTS & CUBAGE ARE ADDED TO CONSIDER MINIMUM MESSING FACILITIES FOR PROPOSED MOVEMENT

62,000 lbs - 2,700 cubic feet

This will give an overall total weight and cubage requirement of :

682,000 lbs - 49,700 cubic feet

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4. As mentioned in sub-paragraph m above, Airdrome defense is assumed to be already set up. Following is a breakdown of the warning and control equipment that is required for the defense of bases and the control of fighter groups.

Number	Equipment	Weight
8	light weight aircraft warning sets for 60-80 mile warning from fighter bases	14,000 lbs.
20	radio link equipment for radar reporting	5,000 lbs.
	control room (radar and fighter) equipment	4,963 lbs.
8	air-ground radio channels for control and homing transmission and reception.	11,500 lbs.
6	VHF D/F stations	10,272 lbs.
10	radio link equipment for control room to airdrome and other miscellaneous uses	2,500 lbs.
8	power supplies for operations center and radio equipment	7,280 lbs.
	TOTAL	55,515 lbs.
	10% added for spared parts, fuel containers, field wire, and initial operating supplies	TOTAL 61,066 lbs.

5. Total weight, therefore, is - 682,000 lbs.
Total for aircraft warning control is 61,066 lbs.

TOTAL 743,066 lbs.

/s/Henry Viccello for
S. F. GIFFIN
Colonel, Air Corps
Actg Chief, Fighter & Air Defense Branch

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HEADQUARTERS ARMY AIR FORCES
ROUTING AND RECORD SHEET

Subject: Proposed Troop Carrier Movement.

To: Asst C/AS, Plans (Operational Plans Division (Attention: Lt. Col. Gaylord)

From: Asst C/AS, OCR (Troop Carrier Branch)

10 Jan 1944

Comment No. 1
Lt. Col. Rish/ps 72150

PROBLEM

1. To move 10 each Troop Carrier Groups from U. K. to X.

a. 64 aircraft per groups with 25% maintenance reserve. (Total of 80 per Group).

b. Streamlined Command. (TO W/8 Special) w/3 aircraft.

c. 10 each Group Headquarters (Special)

d. All personnel and 30 day maintenance equipment inventory to accompany flight.

e. Flights assumed to be made over friendly territory or that under our control by virtue of recent military action.

MISSION

1. Supply and re-supply of AAF units in area concerned.

a. Operations to be conducted from established Bases with Security and Defense personnel available.

b. Motor transport available at Bases.

c. Fuel and Service units at Bases.

d. Mess facilities available from AGF or AAF units at Bases.

e. 3rd and 4th echelon maintenance and repair available or to be made available at Bases prior to end of initial 30 days of operations.

f. No supply or re-supply of ground force units to be required during initial 30 day period.

g. Probable requirement for medical Air Evacuation.

QUESTIONS

1. Number of personnel required	No. of Personnel	Wt Per acft.
a. Officers, including W/O and F/O		
(1) Basis of 1 crew per aircraft	3215	1401 lbs.

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HEADQUARTERS ARMY AIR FORCES
ROUTING AND RECORD SHEET

Subject: Proposed Troop Carrier Movement

To: Asst C/AS, Plans (Operational Plans Division
(Attention: Lt. Col. Gaylord)
From: Asst C/AS, OCR (Troop Carrier Branch)

10 Jan 1944

Comment No. 1 (Con'd)
Lt Col Rish/ps 72150

b.	Enlisted Men		
	(1) Basis of 1 crew per aircraft	4898	2135 lbs.
c.	Navigators: Basis of 4 per squadron	160	70 lbs.

NOTES

1½ crews per aircraft

Officers:	Per Squadrons	75 x 40 equals 3000
"	Per Gp Hq	18 x 10 equals 180
"	Per Wing	35 x 1 equals 35
		Total Officers 3215
Enlisted Men		4898
		Total Personnel 8113

2. Total weight of minimum equipment required per aircraft - 1000 lbs.

3. Excess total weight of 0 lbs. per aircraft
(Total gross load based on 29,000 lbs.)

4. The estimated gross weight of equipment needed per squadron to enable this unit to be self-sustaining for a period of approximately 30 days is 20,000 pounds, to include administrative, engineering, messing and medical air evacuation equipment.

/s/ William J. Bell
WILLIAM J. BELL
Colonel, Air Corps

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Loading of Aircraft

1. It is proposed that Fighter aircraft shall be loaded with gas and oil for 1000 miles plus reserve, normal ammunition, and that the pilot should take 25# of personal equipment. The pilot's excess equipment (150#) renders it desirable that each squadron of fighters be accompanied by a C47 to carry this equipment.

2. It is proposed that Heavy Bomber aircraft shall be loaded with full inboard tanks, oil, combat crew of 10 with personal equipment figured at 350# per man. In addition, five extra men at 350# per man who should be chosen with a view to their usefulness in early administration and maintenance en route. There is a difficult loading problem in that there is a shortage of appropriate load for the Heavy Bombers. The toal freight to be carried by the heavy bombers is 4,536,000#. To them should be assigned the H.B. and fighter equipment; personal equipment of the remaining 4419 men of the heavy bomb command at 100# per man, plus a maximum number of rations, say 1,000,000#. This totals 3,882,900# leaving 653,100# to be found from other sources. Available to fill this load are 800,000 # of troop carrier equipment or additional personal equipment of fighter or troop carrier personnel neither of which are appropriate loads. Under these circumstances it would be preferable to use Troop Carrier equipment to fill the load. It should be noted that a part of the bombers should be dispatched early in the move to make rations available.

3. It is proposed that the troop carrier aircraft be loaded with 800 gallons of gas, oil, combat crews of 4 plus one navigator per 5 a/c/. They will carry 3700# freight on the first outbound trip to destination; 4500# on all other trips. The difference is due to the personal equipment of crews to be left at new base.

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Total Weight to be Moved Ex-Combat Crews

20,052 men & equip x 350#	7,018,200
Excess Fgtr Pilot equip 1070 x 150#	160,500
Fighter Equipment	743,066
Hvy Bomb "	1,698,000
Trp Carrier "	800,000
Rations*	1,891,890
TOTAL	12,311,656
To move in Hvy Bombers (5 men @ 350# plus 6300# freight)	5,796,000
	6,515,656
To move in 1st Lift of 800 Transports (3700# after combat crews)	2,960,000
	3,555,656
To move in 2nd Lift of 800 Transports (4500#)	3,600,000

All personnel figured at 175# plus 175# personal equipment.

* Breakdown of Rations in Tab F

Of the total weight of 3,241,066 lbs comprising equipment of Fighter, Bomber and Troop Carriers, it is estimated that it will break down approximately as follows:

Administrative equipment	10%
Housekeeping "	15%
Engineering & Technical	75%

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C-47 Aircraft Estimated to be on Hand and Flowing to UK for the Months Indicated

Troop Carrier	On Hand & Enroute Dec/43	Jan/44	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan/45
Number of Groups	2½	5½	7½	13½	13½	13½	14	14	14	14	14	14	14	14
Total Required	163	358	448	878	878	878	1120	1120	1120	1120	1120	1120	1120	1120
Est on Hand last of Mo.	186	336	440	a 814	839	878	b 949	1052	1087	1122	1159	1219	1219	1177
Est Losses during Mo		19	32	63	69	69	84	86	86	86	86	86	86	86
Flow)Attrition	13	32	63	69	69	84	86	86	86	86	86	86	44	
During)Unit Build-up	156	104	114	25	39	71	103	35	35	37	60	-	-	
Month)Total	189	136	177	94	108	155	189	121	121	123	146	86	44	

a-4Gps @ 65 a/c per Gp trf to UK from NWA in Mar 44
b-All Gps augmented to 80 a/c per group eff June 1/44

Attrition based on 10% per month
No. MM&D Estimates of Tactical Availabilities beyond Dec/44

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RATIONS

Rations are figured at 4.5 lbs per ration.

As far as possible each plane (ex fighters) will carry 10 days rations per personnel en route.

A reserve of 100,000 rations is included for the operations of the Ferry route.

A reserve should further be earmarked by the Movement Command in the event of major weather delay.

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HEADQUARTERS ARMY AIR FORCES
ROUTING AND RECORD SHEET

Subject: Rations

To: ACAS, Plans - Operational Plans Division
Attention: Lt. Colonel B. J. Gaylord
From: ACAS, M&D, Air Quartermaster

Date 15 Jan 1944

Comment No. 1
EVE/lt/71590

1. It is suggested that the Ten-in-One Ration, which is normally available in all theatres, be used for messing troops moving by air into newly occupied airdromes during the first ten days of occupation. This ration is packed ten per case, and weighs 4-1/2 pounds per man.

2. The present Arctic Ration weighs 4.7808 pounds per man, but it is suggested that if troops are moved into territories such as Russia where wheat flour is available, the weight of this ration can be reduced by 1.26 pounds to 3.5208 pounds per man per day. A new Arctic Menu is in the process of preparation and it is contemplated that a slight reduction in the weight of this ration will be made.

3. In connection with the feeding of American troops using Russian foods, it is recommended that only perishable items of subsistence, including flour and potatoes, be used. American and Russian tastes are usually at wide variance in other items of food.

4. The reserve level of subsistence supplies, including all types of emergency and other rations, in Alaska is 60 days. The operating level of subsistence supplies in Alaska is 30 days.

5. This information is furnished as requested by Lt. Colonel B. J. Gaylord on 13 January 1944.

H. R. W. HERWIG
Colonel, QMC
Air Quartermaster

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ANNEX S

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TOP-SECRET

AFAEP LP
WMB/hmh/74055
18 Apr 44

Subject: Logistics of Operating Heavy Bombers Against Japan from Bases in Maritime Provinces.

1st Ind.

Hq, AAF, AC/AS, Plans, Logistical Plans Division. 18 April 1944.

To: Chief Operational Plans Division.

1. Information requested in Paragraph 1 a and b of the basic correspondence is as follows:

	300 Heavy Bombers (6 Groups)		300 Fighters (4 Groups)	
	Initial Movement			
	Metric Tons	Ship Tons	Metric Tons	Ship Tons
Airfield Const. Material				
Steel Mat	32,400	15,360	10,800	5,120
Gasoline storage, etc	1,260	2,430	250	412
Signal, Water, Storage, etc.	3,000	4,800	1,500	2,400
Total	36,660	22,590	12,550	7,932
Organizational Equipment	66,000	144,000	41,200	91,200
Total Initial Shipment	102,660	166,590	53,750	99,132
	30 Day Maintenance			
Gasoline - 75% in bulk	10,212	10,212	3,262	3,262
Gasoline - 25% in drums	4,050	5,786	1,300	1,848
Oil in drums	324	463	104	148
Bombs & Ammunition	5,760	5,760	327	327
Class I to IV Supplies	14,400	19,200	9,600	12,800
AC Tech Supplies	816	2,448	372	1,116
Total	35,562	43,869	14,965	19,501

Factor: For every 100 airplanes of either type added to the force add 33 percent to the appropriate tonnage column.

2. The above figures are computed from Annex 2 of this study as follows: .6 of requirements for 10 HB groups, .4 of difference between requirements for 10 HB groups and 10 fighter groups, plus airfield construction requirements for one airfield per group.

3. The percentage of the initial shipment of organizational equipment and construction material that can be transported by air to the area is so small that it is not worth considering.

G. C. JAMISON
Brigadier General, U. S. A.
Chief, Logistical Plans

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18 April 1944

MEMORANDUM FOR GENERAL JAMISON:

Subject: Logistics of Operating Heavy Bombers Against Japan from Bases in Maritime Provinces

1. In February Logistical Plans completed a study on the above subject. The following information is requested in connection with this study (reference Annex 2 of this study).

a. Comparable logistical factors for supporting 300 Heavy Bombers and 300 Fighters with initial tonnages of equipment, tonnage for landing mat, communications equipment, spare parts, and gasoline storage.

b. Some kind of a yardstick to be used in ascertaining the size of the tonnage caused by the addition of 100 airplanes of each type.

JOE L. LOUTZENHEISER,
Colonel, GSC
Chief, Operational Plans Division

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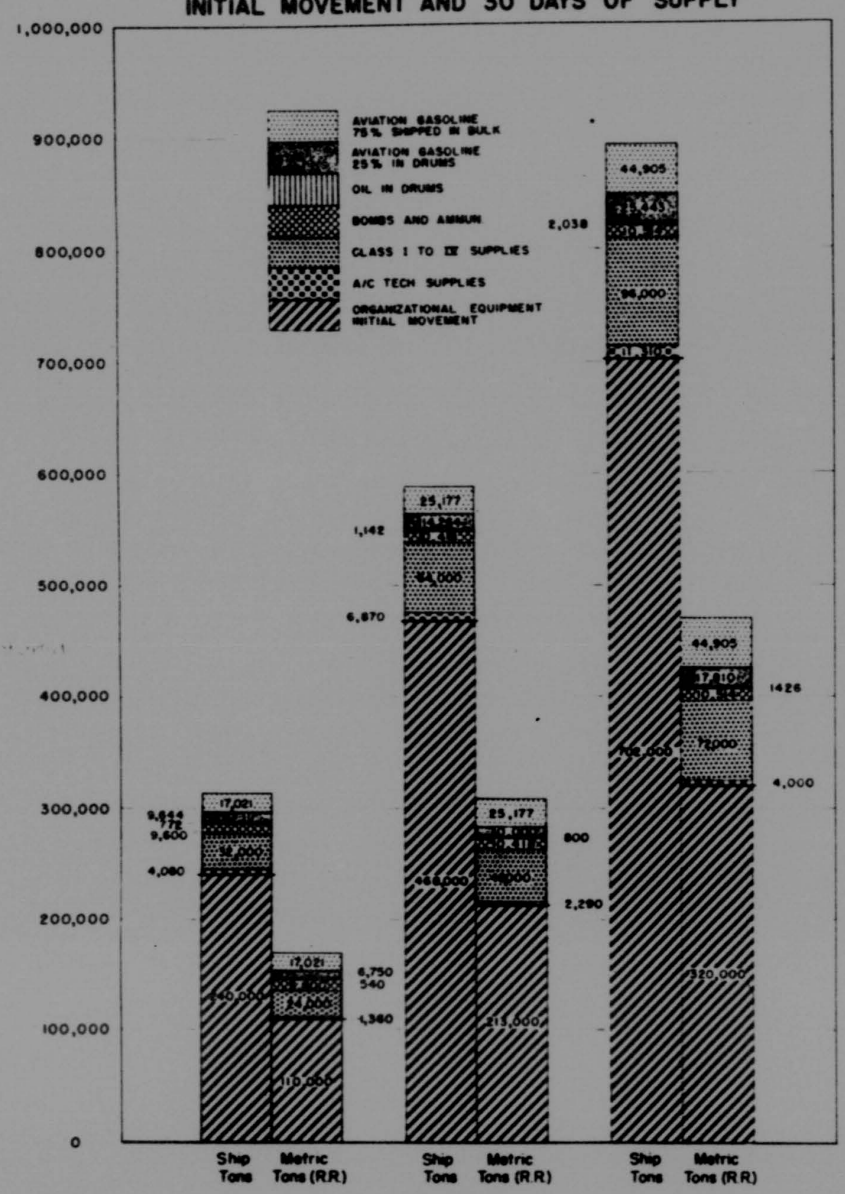
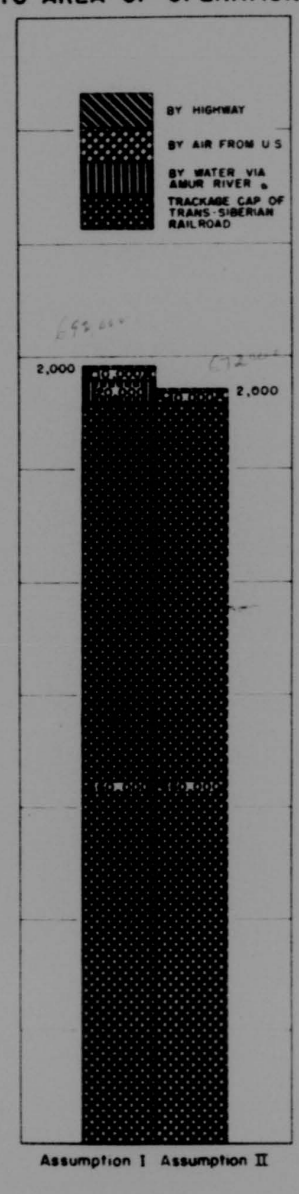
IN THE MARITIME PROVINCES (

INITIAL MOVEMENT AND 30 DAYS OF SUPPLY



CAPACITY OF TRANSPORTATION ROUTES TO AREA OF OPERATIONS



PERSONNEL	40,000	80,000	120,000
BY AIR FROM U.K.	11,000	22,000	33,000
BY SHIP OR AIR FROM U S	29,000	58,000	87,000

ASSUMPTION I

A. That 100% of the trackage capacity of the Trans-Siberian Railroad is available for a Portion of the time

B. That there is a sea lane open thru the Sea of OKHOTSK to NIKOLAYEVSK

ASSUMPTION II

A. That 100% of the trackage capacity of the Trans-Siberian Railroad is available for a portion of the time

B. That no sea route to the area exists

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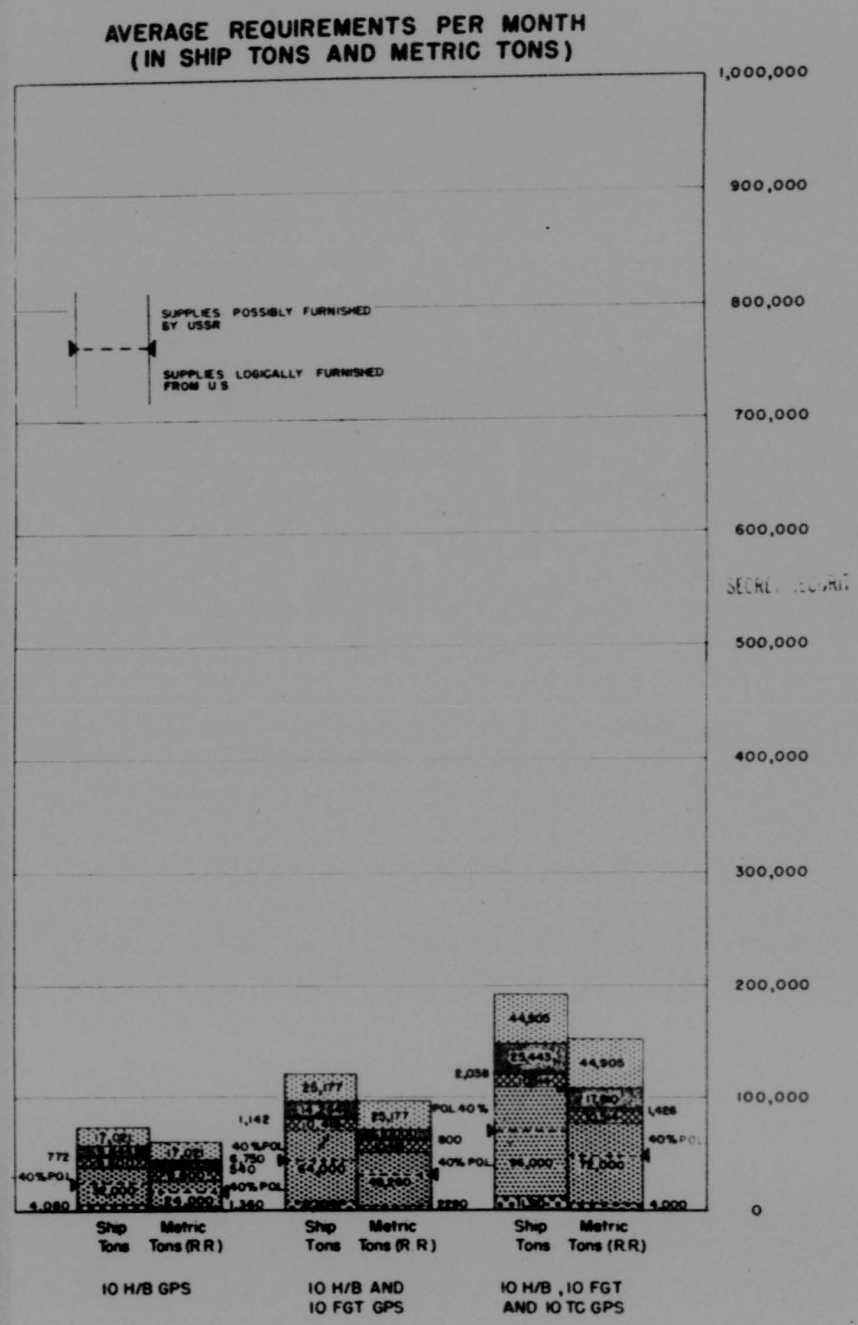
SIZE AIR FORCES OF RUSSIA



* NOTE Might be increased by assignment of sufficient shallow draft vessels. (Actual Capacity Approximately 50,000 Tons per Month for only 5 months per Year)

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ANNEX 3

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TOP SECRET

OFFICE OF STRATEGIC SERVICES

Research and Analysis Branch

R & A No. 1907

LOGISTICS

IN SOUTHEASTERN SIBERIA

16 Feb. 1944

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LOGISTICS

IN SOUTHEASTERN SIBERIA

All the estimates below are extremely rough and tentative.

a. Omitted, per verbal agreement with Major Couser.

b-1. Capacity of Trans-Siberian Railroad into Khabarovsk area.

i. Trackage capacity (tentative estimates).

This line is double-tracked throughout.

	Annual average
Trains per day, each way,	approx. 36
Metric tonnage capacity per train,	approx. 600
Total metric tonnage per day, each way,	approx. 22,000

ii. Locomotives and cars available.

A serious general shortage of these items now exists in the USSR, chiefly because of inadequate maintenance and replacement (due chiefly to the capture of production facilities by the enemy and to the conversion of some remaining facilities to the production or maintenance of military items).

If it is assumed that Russian military activity on the European front will continue at present rates until Germany is defeated, and that this front will move westward with a resultant progressive increase in

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military ton-mileage requirements, the stringency in cars and locomotives will increase until Germany is defeated.

If operations begin in Eastern Siberia before the defeat of Germany, this will further increase the indicated stringency.

Under these conditions of shortage, it rests with the Soviet Government to determine whether, at any given time, it will assign to the Trans-Siberian service enough cars and locomotives to maintain freight movement at trackage capacity.

After the defeat of Germany, the assignment of this quantity of equipment to the Siberian service will present no very acute problems.

b-2. Capacity of Komsomolsk-Volochaevka Railway

i. Trackage capacity.

This line is single-track.

	Annual average
Trains per day, each way,	approx. 13-15
Metric tonnage capacity per train,	approx 600
Total metric tonnage per day, each way,	approx. 8,400

ii. Locomotives and cars available. Please see note on this subject under "b-1" above.

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c. Capacity of Yakutsk - Bolshoe Never Highway

1. Capacity of roadway

(For trucks available, see below.)

Roadway.

Two-lane throughout.

Surfacing with crushed rock completed for 2/3 of mileage by 1939; now probably completed throughout.

No heavy grades.

Icing in many places a serious winter problem.

River Crossings.

Lena River, 3-4 miles wide.

No bridge.

No information as to ferrying facilities.

Anga River, 150-200 ft. wide.

No bridge.

No information as to ferrying facilities.

Aldan River, 150-200 ft. wide.

No bridge.

No information as to ferrying facilities.

Rivers impassable about 1 month per year (during formation of ice in fall, and break-up in spring).

Capacity of road perhaps 500 metric tons per day for approximately 11 months per year (more in winter, less

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ii. Trucks available

The discussion of cars and locomotives, under "b-1", applies with much greater emphasis to trucks. The shortage of trucks is even more acute than that of railway equipment.

iii. Tractor-sled Trains

During the winter months it might be possible to raise the capacity of the road materially above the figure given above by the use of sled trains hauled by tractors. Standard D-8 caterpillar tractors can haul sled trains of 50-100 tons capacity (depending on the grade) over a well-maintained ice-road. No data on the number of tractors available in this region are available, but the national tractor shortage is acute. The employment of such equipment would not necessarily prevent the use of the road for truck transport, since the ice-road could be established on the right-of-way alongside the road proper.

d-1. Capacity of Railway or Highway South from Nikolaevsk

i. There is no railway in service; a line is believed to be under construction.

ii. No land highway exists. Ice and snow roads, via Amur river or along its bank, usable for about 4 months per year, capacity limited by availability of trucks.

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tractors, and trailer sleds. (compare large winter traffic to Leningrad, across Lake Ladoga, during seige.) (Re availability of trucks, see "c ii" above; there is also a critical shortage of tractors.)

iii. Amur River furnishes only practicable summer transit between Nikolaevsk and Komsomolsk or Khabarovsk. Width of river to Komsomolsk and Khabarovsk, 1-2½ miles. Draft to same river ports, 12 ft. in season of lowest water. Small ocean-going vessels may reach Komsomolsk and Khabarovsk.

Channel closed by ice, 6-7 months per year.

Capacity, up-stream,

by water, when channel is open:

Per month, 5-6 months, approximately 50,000 met. tons.

Per year, approximately 250-300,000.

iv. Pipe-line reported, Sakhalin oil fields via Nikolaevsk to Komsomolsk (and probably to Khabarovsk).

Diameter, probably 12 inches.

Refineries in Nikolaevsk, Komsomolsk, and Khabarovsk.

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ANNEX 4

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ARMY AIR FORCES
Headquarters, Air Transport Command
Washington, 25

18 February 1944

SUBJECT: Air Transportation - Alaska to Asiatic Russia

TO: Asst. Chief of Air Staff, Plans
Attention: Logistics Division
Major Burgoyne

Pursuant to verbal request of Maj. Burgoyne, the following study is submitted:

PROBLEM:

To deliver by air from a base in Alaska to the vicinity of Ekimchan, Asiatic Russia, cargo at the rate of 10,000 tons a month for an indefinite period.

BASIC ASSUMPTIONS:

All gasoline and oil required in Russia will be supplied by Russia.

All airport and airways facilities to meet our standard requirements will be supplied by Russia.

PLAN:

In the preparation of a plan to solve the problem it is necessary to set up certain assumptions as follows:

1. The base of operations in Alaska will be Fairbanks.

2. The Russian terminus will be Ikimchan.

3. The airports used as regular or alternate stops will be:

Nome
Velkal
Markovo
Seimchan
Yakutsk

4. The route will be set up for night flying, but with provision for an overnight stop at Seimchan.

5. Owing to Arctic weather conditions, the average number of flyable days per month will be sixteen.

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6. Provision will be made for each airport to handle parking of accumulated planes over a five day back-up.

7. The aircraft will make a round trip in four flyable days.

8. The average number of round trips will be four per plane per month.

9. Of the total number of airplanes assigned to the operation only 90% will be in actual use on flight operations.

10. Four-engined aircraft, capable of carrying fuel for 1,000 miles and a payload of 5 tons, will be used.

Thus each aircraft will deliver 20 tons per month.

CONCLUSIONS:

a. On the basis of the foregoing assumptions, the number of airplanes required to maintain a constant flow of air cargo delivered at Ekimchan at the rate of 10,000 tons a month will be 555 four-engined aircraft.

b. In order to operate 500 four-engined airplanes it will be imperative to have the following airways and airport facilities:

(1) All sections of the route must have our standard radio and weather installations. (We have no reason to believe that these conditions exist in Siberia.)

(2) Each airport must have runways with a minimum length of 6,000 feet.

(3) There must be facilities at the Russian terminus and at Fairbanks to park 300 four-engined aircraft each, and at each of these bases there must be heated hangar space for 25 four-engined aircraft and nose hangars for 25 four-engined aircraft.

(4) Each of the other airports on the route must be capable of parking 155 four-engined aircraft, which is about three times the size of our average field.

(5) ATC personnel for servicing aircraft and for crew changes must be based on Russian airports in the numbers required.

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c. Information on airports and facilities in Siberia is very vague and inadequate, but it is known that airports exist at the localities indicated as the airports to be used as regular or alternate stops and it is known that the largest volume of movement by the Russians in any one month from Alaska was 320 single and two-engined aircraft which were presumably flown over this route. It is possible that airports exist which, if used, would provide a shorter route, but there is no assurance of their exact location or adequacy.

d. On the basis of the above movement, it is believed unsafe to estimate the number of four-engined airplanes that can in the near future be operated over the route at more than 150, which will deliver 3,000 tons per month. That operation, however, will be possible only if the Russian airways and airports have radio, weather and landing facilities meeting standard requirements. In addition, there must be provided at Fairbanks heated hangar space for 4 four-engined airplanes and nose hangars for an equal number.

e. It must also be assumed that present Russian ferrying of aircraft from Fairbanks to Yakutsk will be terminated, leaving airports and facilities available for transport operations, unless Russian facilities are sufficient to adequately provide for the operation of our 150 airplanes in addition to their ferrying activities.

f. This is submitted as a preliminary study.

/s/ G. Grant Mason, Jr.

G. GRANT MASON, Jr.
Colonel, G. S. C.
Asst. Chief of Staff,
Plans.

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ANNEX 5

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TOP SECRET

WAR DEPARTMENT
War Department General Staff
Military Intelligence Division G-2
WASHINGTON

MID 907 11 February 1944.

MEMORANDUM FOR THE COMMANDING GENERAL, ARMY AIR FORCES:

Subject: Information on Maritime Provinces -- Russia. (Allied Capabilities for Strategic Air Offensives in the Soviet Far East.)

1. The inclosed annotated map and accompanying chart are submitted in compliance with the request of the Assistant Chief of Air Staff - Plans, 7 February 1944. They are primarily useful for strategic orientation; our present incomplete knowledge of the Soviet Far East suffices for a statement of problems, but not for their accurate solution.

2. Emphasis must be placed on the importance of operational assumptions for precise intelligence. The strategic situation in Europe and the Pacific, the season, possession or loss of initiative, time available for logistical build-up, the size and composition of combat and service forces, the scope and intensity of operations -- all and each of these profoundly affect Allied and enemy capabilities in this theater.

3. The map has been drawn to show three separate possible general plans (see Legend in lower left-hand corner of map.) The variants of each plan are shown in the same color, designated by letters; "A", "B", and "C", The conventional signs used in all plans are explained in the legend in the upper right-hand corner.

The primary air targets are numbered in orange and the red squares show the bottlenecks. Therefore, the accomplishment of any one project, let us say purple, will show the route from the U. S. to purple bases, the range from such bases, the targets within range and the bottlenecks to be overcome before executing the purple plan.

For the Assistant Chief of Staff, G-2:

/s/ R. C. Jacobs, Jr.
R. C. JACOBS, Jr.,
Colonel, General Staff,
Executive Officer, G-2.

2 Incls.
Incl. 1 - Map - Allied Capabilities [redacted] Strategic Air Offensives i[redacted] the Soviet Far East.
Incl. 2 - Chart - Primary Air Targets, Japan - Manchuria - Korea.
Incl. 3 - Logistical and Defensive Capabilities of the Soviet Far East.

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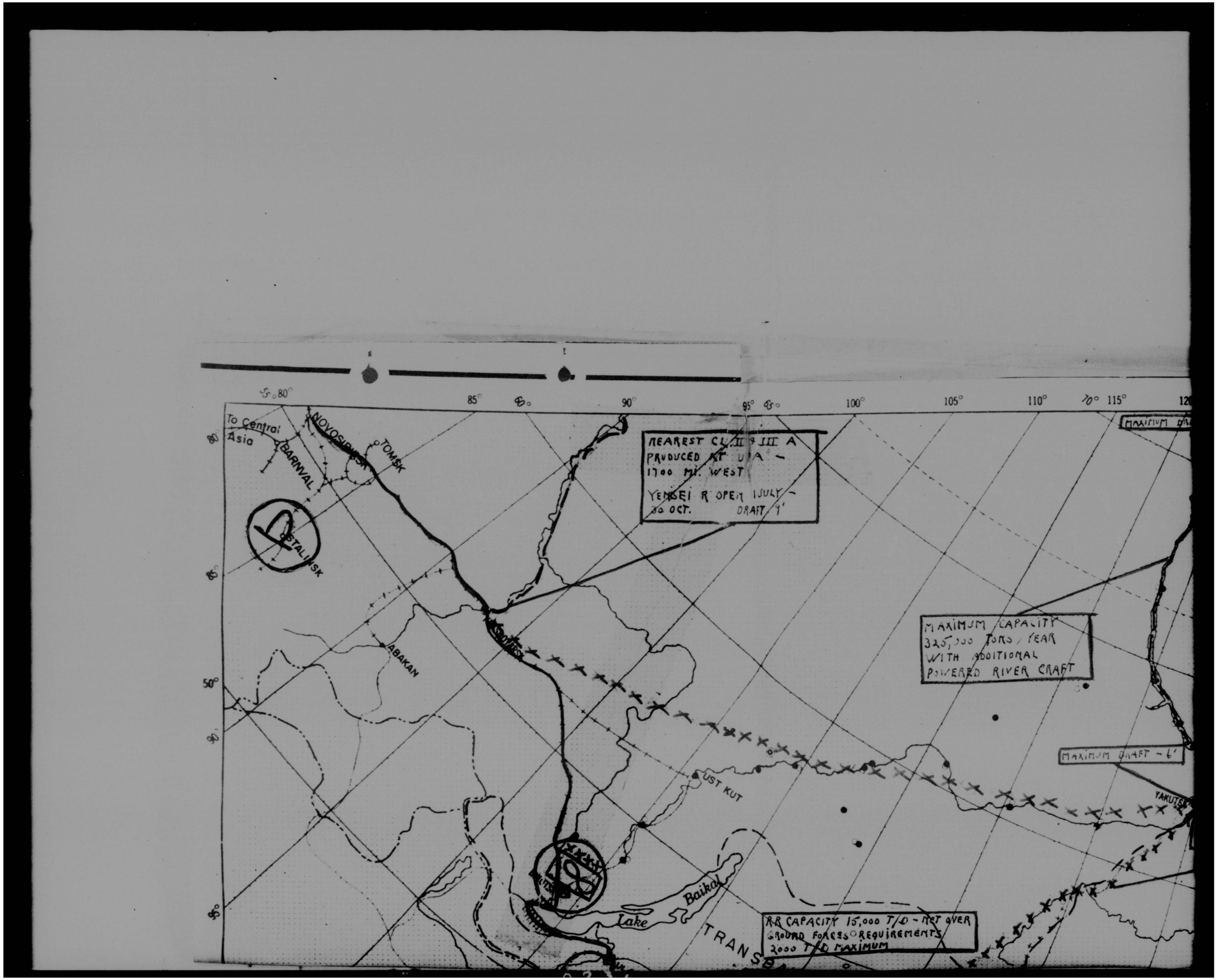

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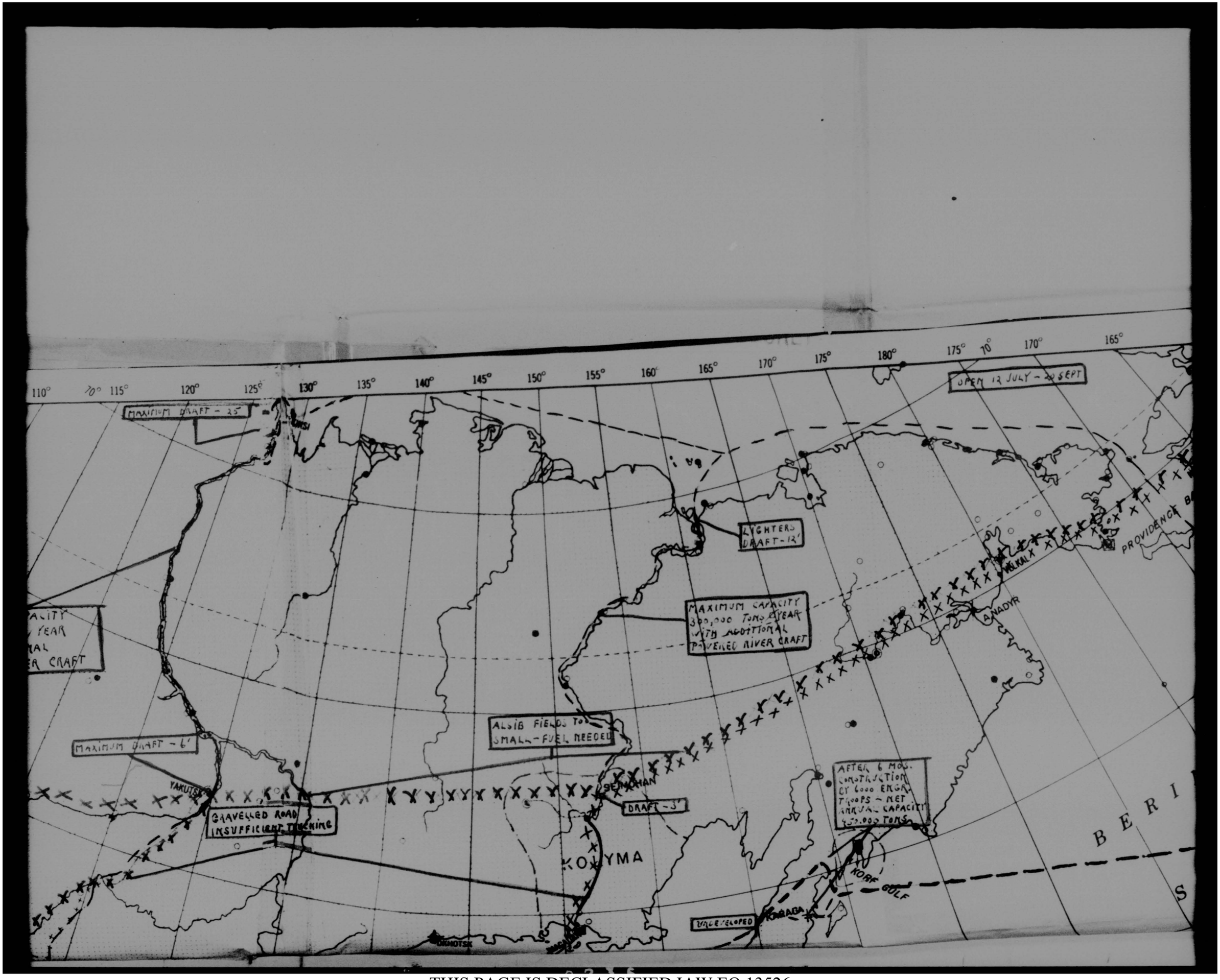

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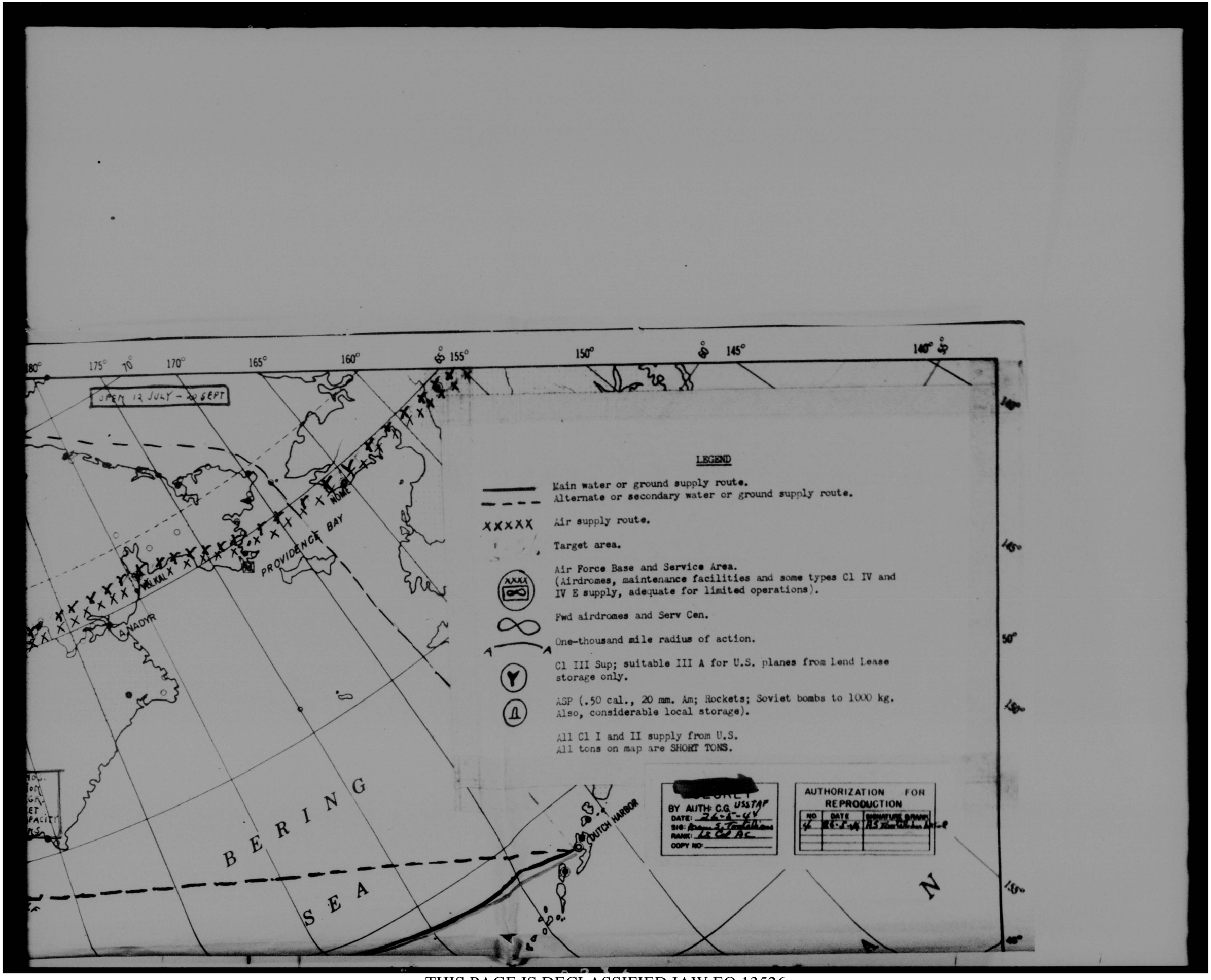

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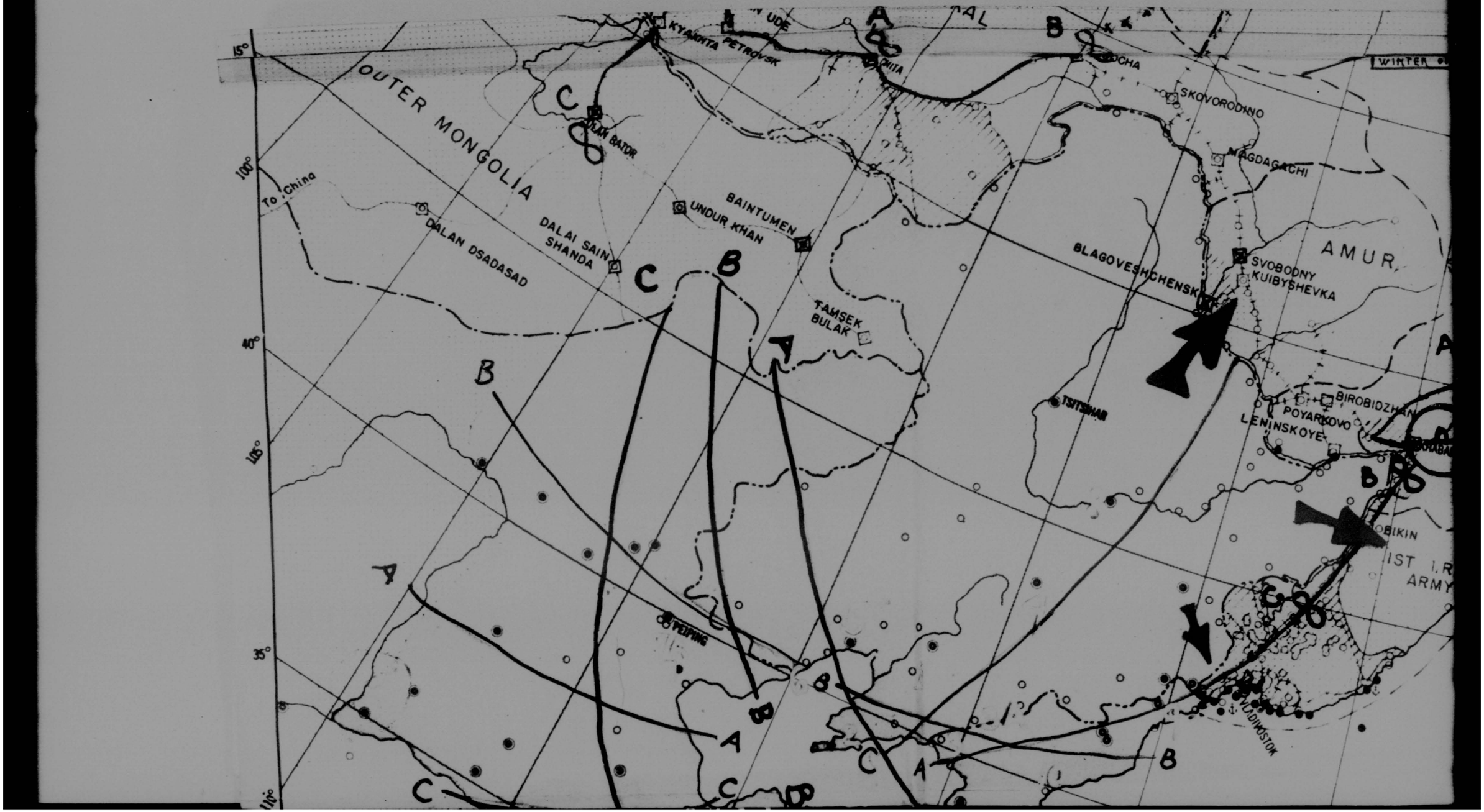

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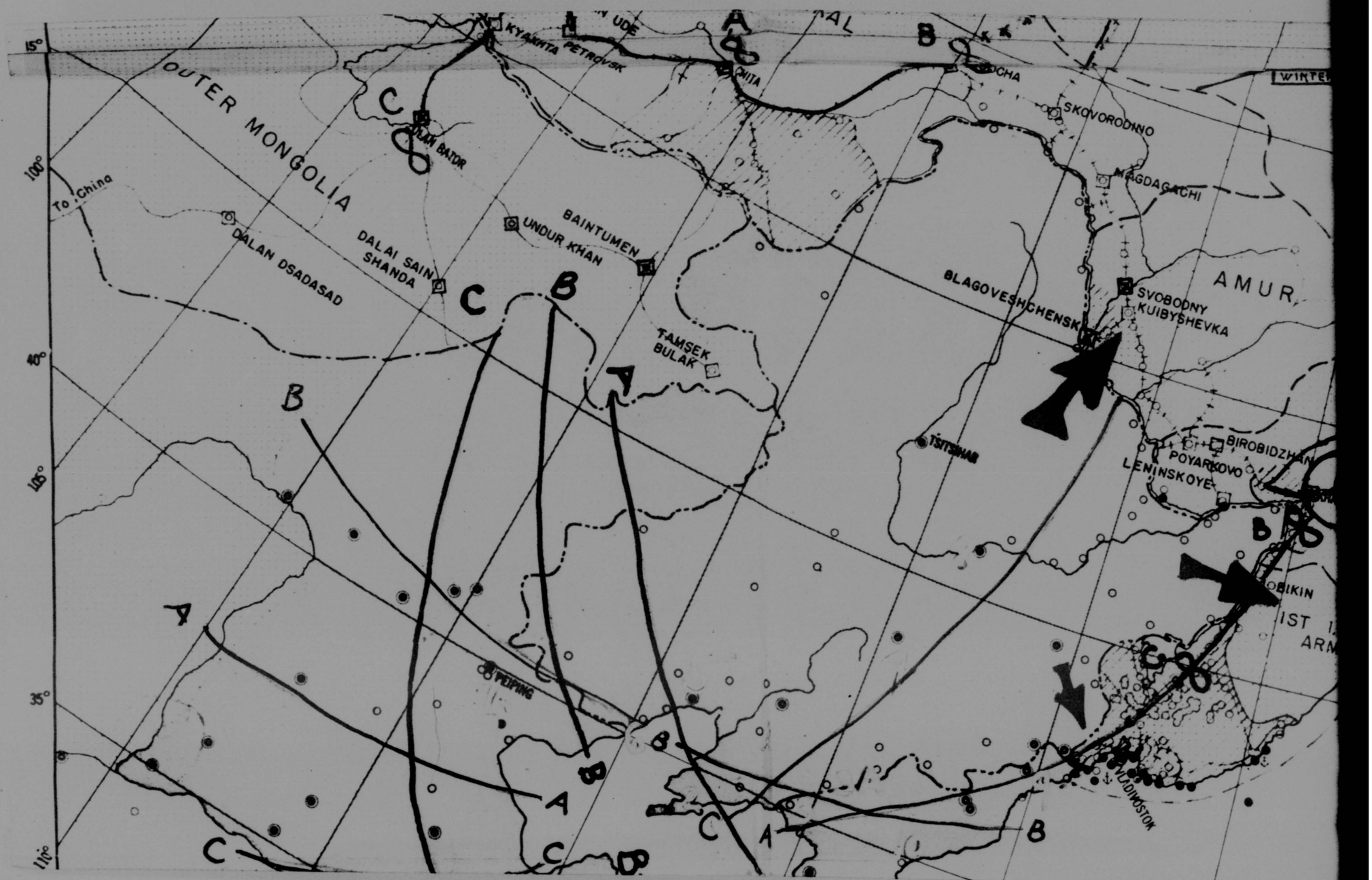

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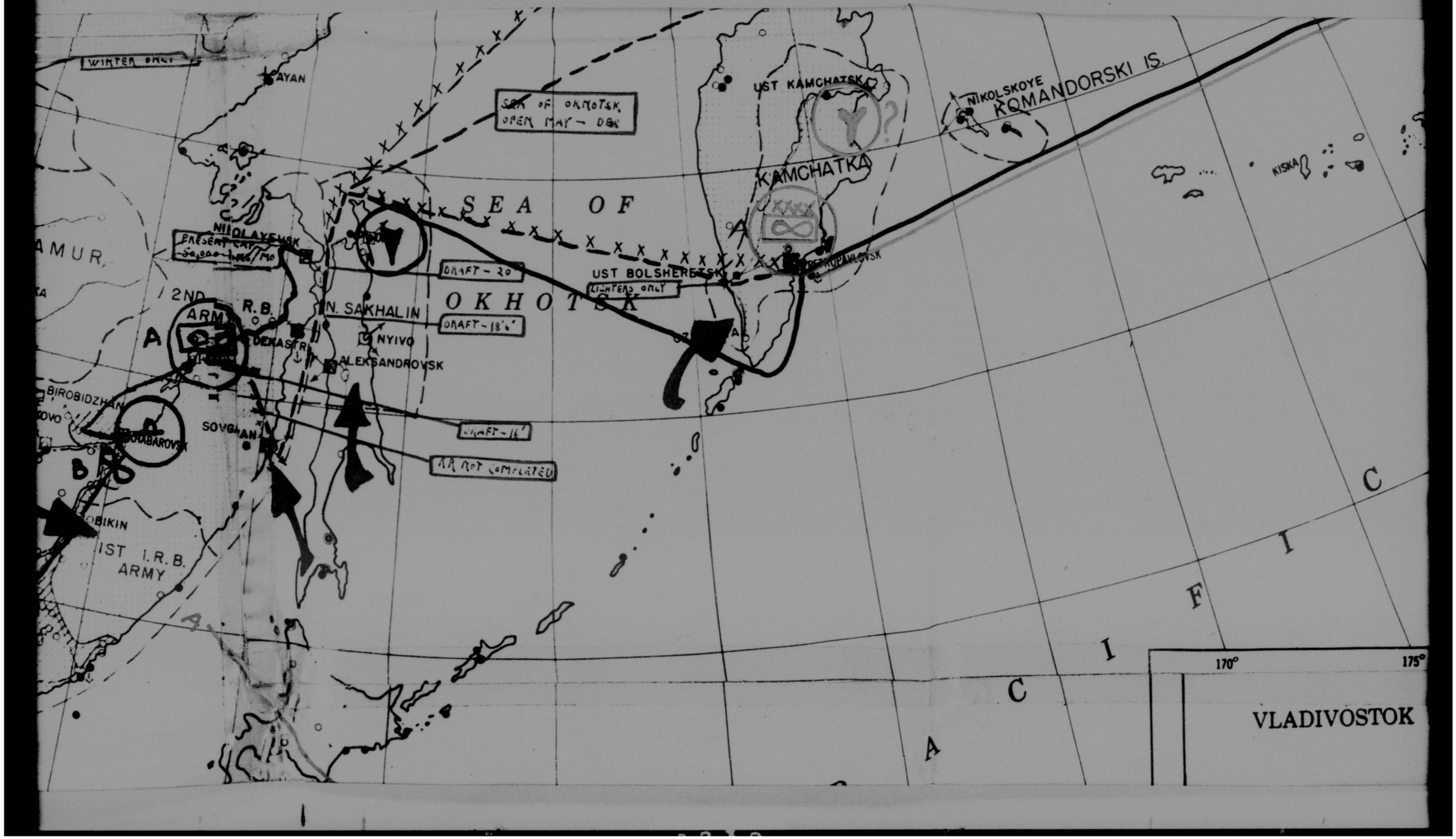

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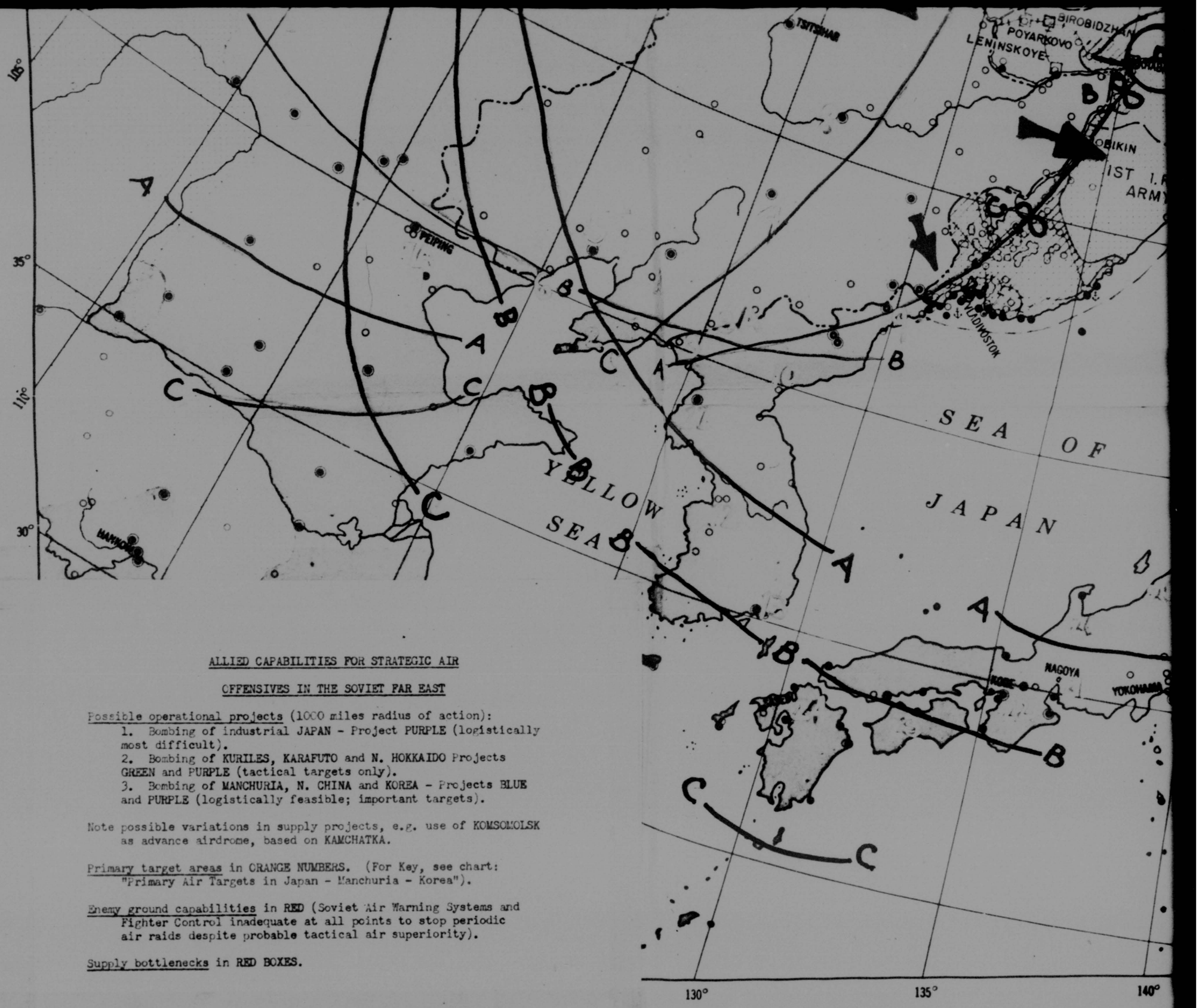

ALLIED CAPABILITIES FOR STRATEGIC AIR

OFFENSIVES IN THE SOVIET FAR EAST

Possible operational projects (1000 miles radius of action):

1. Bombing of industrial JAPAN - Project PURPLE (logistically most difficult).
2. Bombing of KURILES, KARAFUTO and N. HOKKAIDO Projects GREEN and PURPLE (tactical targets only).
3. Bombing of MANCHURIA, N. CHINA and KOREA - Projects BLUE and PURPLE (logistically feasible; important targets).

Note possible variations in supply projects, e.g. use of KOMSOMOLSK as advance airdrome, based on KAMCHATKA.

Primary target areas in ORANGE NUMBERS. (For Key, see chart: "Primary Air Targets in Japan - Manchuria - Korea").

Enemy ground capabilities in RED (Soviet Air Warning Systems and Fighter Control inadequate at all points to stop periodic air raids despite probable tactical air superiority).

Supply bottlenecks in RED BOXES.

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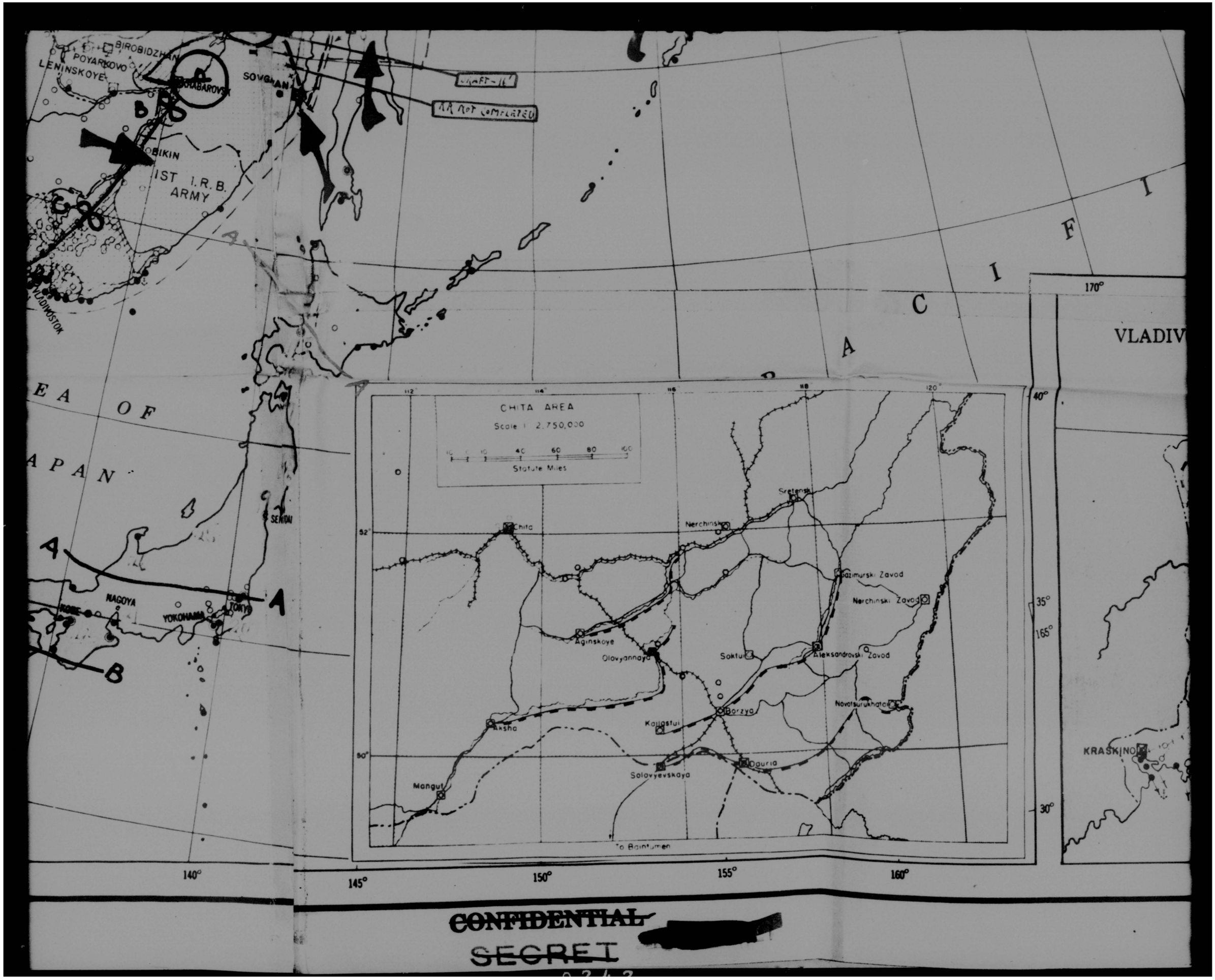

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IN THE

SOVIET FAR EAST

LEGEND

- Major Airfield
- Coast Defense
- Seaplane Base
- Railroad
- Fortified Zone
- Important Road
- Major Fortified Center
- Japanese Controlled Area
- Airport and Landing Field
- Naval base
- Highway; Railroad Not Confirmed
- Boundary of Strategic Area
- Secondary Fortified Center
- Unfortified or Lightly Held Strategic Point
- In Inserts: Major Fortified Line

Note: Minor Landing Fields Not Included in Alaska, China, Japan and Korea

SCALE 1:7,500,000

100 50 0 100 200 300 400 500

STATUTE MILES

VLADIVOSTOK AREA

IMAN
Lake Khanka
KAMEN RYBOLOV
SPASSK
VOROSHILOV
RAZDOLNOYE
SHKOTOVO
VLADIVOSTOK
DUSHKINO
KRASKINO

1. TURII ROG
2. ATAMANOVKA
3. GRODEKOVO
4. KHOROL
5. POLTAVKA
6. POKROVKA
7. OLGA
8. BARAHASH
9. CAPE GAMOV
10. SLAVYANKA
11. ASKOLD I.
12. VLADIMIRO-ALEKSANDROVSKOYE
13. CAPE POVOROTNY

JAPAN

SEA OF

SCALE

Statute Miles

180° 175° 170° 165° 160° 135° 120° 45° 40° 35° 30°

AIR UNIT I.G. (M.I.S.) MAY 1943

ARMY MAP SERVICE U S ARMY WASHINGTON D C 302032

5-43 1943

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Primary Air Targets: Japan - Manchuria - Korea

1. Mukden - Fushun - Anshan - Penhsihu Area. - Most important in Manchuria. Shown Steel plant, penhsihu Iron Works, Mukden Arsenal, Mukden Aircraft plant, shale oil and liquefaction at Fushun, Aluminum plant, important machine shops.

2. Dairen - Second most important area in Manchuria. Locomotive works, machine shops, chemical works, military stores, principal port to Manchuria with docks and dockyard.

3. Antung - Shingishu - Tashito - Tatungkow Area. - Automobile asembly, Aluminum-Magnesium plant, Chemical works, Machine shops, Zinc-lead smelters, and other industrial installations.

3A. Suiho Area - Largest Dam and hydroelectric power station serving both Manchuria and Korea (640,000 Kw).

4. Hainking - Kirin Area - Administrative center, synthetic oil plant, Sungari Dam and HE power station (360,000 Kw), largest carbide plant, railroad shops, other new industrial installations.

5. Chinchow - Hulutao Area - Military depots, copper, lead and zinc smelters, synthetic oil plant.

6. Chingwantao - Kailan Area - Important coal mines (linhsi power plant) and coaling port. Railroad link with Manchuria (Luan river bridge).

7. Tientsin - Tangku Area - Docks, oil storage tanks, railroad bridges.

7A. Peking - Nankow Pass Area - Fengtai railway yards, switchbacks at Nankow pass.

8. Harbin - Tactical target, North Manchuria transportation center, Sungari railway bridges, flour mills, grain elevators, subsidiary industries.

9. Rashin - Seishin - Mozan - Port and railroad facilities (south-eastern entry into Manchuria), most important iron ore dressing plants, blast and steel furnaces, synthetic oil plants, chemical plants, etc.

10. Konan-Kanko - Large chemical, aluminum, magnesium, explosives plants, hydroelectric installations.

11. Heijo - Kenjiho - Chinnampo - One of the most important target areas in Korea. Iron and steel works, aircraft and munition factories, smelters, chemical plants, aluminum, magnesium, cement works, machine shops, etc. Railroad bridges and yards, large military installations.

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12. Keijo - Jinsen Area - Railroad shops, bridges and yards, special steels, engine works, arsenal, aluminum works, chemical plants, shipping locks (Jinsen). Important industrial area in Korea.

13. Fusan - Port and railway facilities (ferry to Japan). Shipbuilding, engine works, special steel products, miscellaneous industries.

14. Otaru - Sapporo - Port facilities, railway installations, locomotive shops, synthetic oil (Rumoe).

15. Muroran - Iron and Steel works, munitions works and machine shops, synthetic oil, port facilities, docks. Important area in Hokkaido.

16. Hakodate - Military installations, shipbuilding, ferry terminal, fertilizer plants, miscellaneous small works.

17. Aomori - Cminato - Naval base, ferry terminal, warehouses, canneries, railway yards.

18. Kamaishi - Important Iron and Steel works, oil storage, port and railway facilities.

19. Sendai - New industrial area. Chemical plants, aircraft.

20. Tokyo - Yokohama - One of the three most important industrial areas in Japan and the seat of the govt. Iron and steel works, machine tool works, electric equipment, shipbuilding, chemical plants, automotive works, oil refineries transportation facilities, other important industrial works.

21. Nagoya - Koromo - Yokkaichi - Aircraft engines, ports, assemblies, machine tools, special steels, automotive works, etc. Major target area.

22. Kobe - Osaka - Iron and Steel works, shipbuilding, machine tools, aircraft, munition works, chemical plants, transportation facilities. Major target area.

23. Niihama - Chemical works, copper and other smelters, miscellaneous industries.

24. Yawata - Kokura - Shimonoseki Area - Most important Iron and Steel works, arsenal, c hemical works, transportation targets. Major target area.

25. Niigata - Aluminum works, iron and steel works, engine works, chemical plants, oil refineries and storage, munition works, machine tools. New industrial area of considerable importance.

26. Toyama Area - Important chemical plants, aluminum and magnesium, steel works, power plants, dock installations. Important new industrial area.

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LOGISTICAL AND DEFENSIVE CAPABILITIES
OF THE SOVIET FAR EAST

1. Present Facilities (15 February 1944):

a. It is estimated that the maximum facilities for Heavy Bombardment Groups in excess of Soviet requirements available at present in the Soviet Far East are the following:

(1) Project GREEN (Kamchatka) -- 1 H/B Gp.

(2) Project PURPLE (Komosomolsk) -- 12 H/B Gps.
Including, PURPLE A
(Okha--Nikolayevsk--Momosomolsk)--
3 H/B Gps.
PURPLE B
(Khabarovsk fortified area) --
3 H/B Gps.
PURPLE C
(Spassk--Vladivostok fortified area)--
6 H/B Gps.

(3) Project BLUE (Chita) -- 6 H/B Gps
Including, BLUE A (Chita) -- 3 H/B Gps
BLUE B (Mogocha) -- 1 H/B Gp
BLUE C (Ulan Bator) -- 2 H/B Gps.

(4) Grand total, SOVIET FAR EAST -- 19 H/B Gps

b. These facilities include airdromes; weather service, food (deficient in proteins and vitamins); minimal housing; fuel and some lubricants; air ordnance and limited types of aircraft parts; camouflage materials; non-specialized maintenance facilities; and Soviet-type bombs to 1000 kg.; .50 cal. and 20 mm. ammunition, sufficient for 90 days only.

c. All special parts and special maintenance equipment; all medical facilities and personnel; all signal equipment (including radar) and personnel; and substantial reinforcements of anti-aircraft must be brought from the United States.

2. Vulnerability and defensive capabilities.

a. Project GREEN (Kamchatka) -- pending reduction of the Northern Kuriles:

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(1) Ground: Heavy coastal fortifications and mines secure the Petropavlovsk area against frontal attacks. On the West Coast, however, numberous landing beaches and permanent Japanese fisheries make amphibious assaults an enemy capability. Available Soviet forces can delay a maximum of three divisions for 30 days.

(2) Air: Soviet air observation (probably radar), fighters and anti-aircraft are known to be alert in the Petropavlovsk area. But the Japanese can gain air superiority through rapid concentration along the Kurile chain. Port facilities at Petropavlovsk, and neighboring Rakovaya and Tarya; air base shops at Rakovaya, are the most vulnerable targets.

b. Project PURPLE (Komosomolsk--Khabarovsk--Vladivostok):

(1) Ground: This entire area is distinctly vulnerable. Japanese ground forces, already numerically superior, can be rapidly reinforced over secure lines of communication in Karafuto, Northern Korea and Manchuria. Enemy capabilities include amphibious operations against the entire east coast of Skhalin, and against many points between Vladivostok and De Kastri. In addition, strong overland attacks up to Aleksandrovsk on Sakhalin; directly against Vladivostok; against the Trans-Siberian railroad near Bikin; and up the Zeya Valley (line of Blagoveshchensk--Kuibyshevka), are definitely possible. With present Soviet strength, defensive capabilities include reasonable ability to hold the Lower Amur only from Khabarovsk to Nikolayevsk, Within 90 days of all-out Japanese effort, isolation of Vladivostok and occupation of most of Sakhalin are probable; loss of the Zeya Valley would deprive the PURPLE area of 60% of its grain, as well as cutting rail communications with the west. Loss of Sakhalin would deprive the Soviets of their only Major oil field in the whole Far East, as well as interdicting all traffic via the Sea of Okhotsk.

(2) Air: In general, this area is peculiarly vulnerable to air attack, both from the standpoint of defense and from that of targets. Fighter and anti-aircraft defenses are spotty, excellent at Vladivostok but relatively weak at Komsomolsk. Air warning systems are necessarily localized; a paucity or lack of radar, sketchy signal communications, thin population, mountainous terrain, frequent cloudiness and fog, and numerous enemy approaches make frequent surprises likely. The lack of duplicate economic or transportation facilities increases the vulnerability of this region to air attack. The sole shipyard on the Amur, the sole steel mill east of Chita, the major aircraft assembly plant east of Irkutsk, and a large electric station -- all are found at Komsomolsk. Khabarovsk has the major arsenal and refinery. Tetyukhe, on the coast north of Vladivostok is one of the major lead and zinc centers of the Soviet Union, and the only important one in the Far East. The Trans-Siberian has numerous long, vulnerable bridges, e.g., across the Khor south of Khabarovsk. The narrow navigable channel of the Amur below Nikolayevsk dangerously concentrates shipping.

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c. Project GREEN (Chita--Mogocha--Ulan Bator):

(1) Ground: The Soviets have expressed the intention to hold the highly fortified Trans-Baikal area at all costs; Outer Mongolia, although somewhat weaker, is also powerfully held. Nevertheless, reinforcements must come from Western Siberia and Central Asia, some 2500 miles away. The Baikal tunnels are a potentially dangerous bottleneck; the alternate routes by ferry or tracks laid on ice across Lake Baikal cannot be used in late spring or early winter. Japanese capabilities, barring complete surprise, are limited to minor operations from Inner Mongolia.

(2) Air: Defensive capabilities are good. The most critical points, such as the Baikal tunnels, are strongly defended. Signal communications are adequate; weather is unusually clear; open steppes towards Manchuria and Inner Mongolia afford good visibility and possibilities for the effective use of radar; enemy approaches are relatively limited. Rapid fighter reinforcement is available from the Lend-Lease assembly areas at Krasnoyarsk and Irkutsk. Targets are deeply echeloned; thus, the aircraft factory at Irkutsk and the steel mills at Stalinsk lie at extreme range from Japanese bases. The road system supplements the railroads far better here than elsewhere in the Soviet Far East.

3. Capabilities for Expansion. The present facilities and economic conditions in the Soviet Far East are the results of a great expansion between 1930 and the beginning of the war, and a marked retrenchment since that time. Major expansion of balanced air facilities in this area cannot be undertaken by the Soviets alone under present conditions. It must be stressed that, especially while the Soviet--German war is in progress, any plans for U. S. offensive operations from the Soviet Far East must include large allowances and time for logistical preparations, and ample capacity not only for the bulk of their own supply but for much of the Soviet army and civilian population in this area as well.

a. Expansion in the Soviet Far East between 1940 and 1941 created large new facilities at many places; the entire city of Komsomolsk, the steel mill at Petrovsk, the Volochayevka--Komsomolsk railroad, the double-tracking of the Trans-Siberian railroad, the Skovorodino--Yakutsk highway, and so on. A great influx of population took place, labor for major projects being supplied through large crews of political and other prisoners. Mechanized agriculture on a large scale was stimulated.

b. Nevertheless, despite great progress, the economy of this territory was far from mature by the beginning of the war. An annual deficincy of 400,000 tons in grain alone existed. In spite of large natural resources, coal and oil production were insufficient to meet local requirements. Iron mines to supply the Komsomolsk steel plant were not yet in production, and the plant had to operate on scrap alone. In addition, virtually all accessory items for industry had to be imported from European Russia: glass, wire, nails, electrical equipment, porcelain fittings, and so on.

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c. With the onset of the war, large scale development of the Far East ceased. Since then, attention has been concentrated on minimal defense, and on production for war needs in the West. The fisheries and mining for such critical substances as tin and tungsten have been pushed. Transport arteries for Lend-Lease -- such as Alsib and the new port of Nakhodka, near Vladivostok--have been created. Likewise, self-sufficiency in food and other imported products has been attempted through rigorous rationing, victory gardens, home industries, and similar measures. At the same time, rigid economy in personnel and capital outlay have been enforced. Plant conversion has been extensive; for example, part of the Komsomolsk shipyard now produced electrical equipment. Enterprises of lower priority, such as construction of the Far Eastern fleet, or of the Komsomolsk--Nikolayevsk road and railroad, have been largely or completely suspended. The severe shortages of skilled personnel, of machinery, and of fuel have led to regression in agriculture, for instance. Scythes and sickles are taking the place of reapers and harvesters.

d. In all, the present capabilities of this area are definitely limited. Transformation of the Soviet Far East into a base for offensive operations would require complete re-orientation of Soviet strategy, accompanied by far-reaching logistical rehabilitation and development.

4. Major references.

a. "Military Installations in the Soviet Far East" (MID, 9 August 1943).

b. "Supply Plan for the Soviet Far East via Bering Sea and the Northern Sea Route" (MID and OCEngr., 12 July 1943).

c. "Naval Bases in the (Soviet) Far East" (ONI, 1 December 1943).

d. "River Transport and Supporting Communications in Northeastern Siberia" (MID,17 May 1943).

e. "Signal Communications in the Soviet Far East" (MID), 22 November 1943).

f. "Russian Economic Potential in Southeastern Siberia" (OSS, 30 September 1942).

g. "Materials for a Strategic Survey of Northeastern Siberia" (OSS, 7 August 1942; Supplement, 1 October 1942).

h. "Outer Mongolia. A Social -- Political -- Economic Survey" (OSS, 23 February 1943).

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i. "Terrain Intelligence. Eastern Siberia" (OCEngr., Strategic Engineering Study No. 18, October 1942).

j. "Terrain Study of Kamchatka" (MID, 9 October 1943).

k. "Terrain Study of Amur--Sakhalin" (MID, 11 February 1944).

l. "Terrain Intelligence, Chita Oblast (U.S.S.R.)" (OCEngr., Strategic Engineering Study No. 80, July 1943).

m. "Climate and Weather of the Asiatic Portion of U.S.S.R." (AAF - Weather, November 1942).

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A STUDY BY

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REMARKS:

Gen. Giles has received the copy of the plan addressed to him. He is retaining it for further study and info.

No comments will be submitted by this office per Ps 2+3 of the attached.

MMR.

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1	IPWAF -	Basic Plan
1-1	"	Deployment Plan
1-2	"	Base* Requirements a. Domestic US b. Overseas US c. Foreign
1-3	"	Air Offense Requirements
1-4	"	Air Defense Requirements
1-5	"	Antiaircraft Artillery Requirements
1-6	"	Security Requirements
1-7	"	Troop Carrier Requirements
1-8	"	Army Cooperation Requirements
1-9	"	Navy Cooperation Requirements
1-10		AF Hq, Organization and Functions. + Comments.
1-11	"	First Air Force, Organization and Functions
1-12	"	Second Air Force, " " "
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1-16	"	Sixth Air Force, " " "
1-17	"	Service Command, " " "
1-18	"	Materiel Command, " " "
1-19	"	Training Command, " " "
1-20	"	Air Transport Command " " "
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REMARKS:

Copy also sent to: Gen. Giles
Gen. Perrin
Gen. Vandenberg

FROM:

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CG, Materiel Command	1
CG, Air Transport Command	1
CG, AAF Tactical Center	1
CG, Proving Ground Command	1
CG, First Air Force	1
CG, Second Air Force	1
CG, Third Air Force	1
CG, Fourth Air Force	1
The Air Inspector	1
The Air Surgeon	1
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SECRET
By Authority of the
Chief of the Army Air Forces

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

APR 4 1944 RCm
Date Initials

APR 4 1944

SUBJECT: Initial Post War Air Force.

TO: (See Distribution list.)

1. Attached hereto is Preliminary Study, above subject, dated 14 February 1944, and approved for planning purposes, by the Commanding General, Army Air Forces, on 25 February 1944. Concurrently, the CG, AAF, directed that the specific studies recommended in Paragraph 2, Section IV, of Preliminary Study, be undertaken as a matter of high priority by the Organizations respectively concerned.

2. It is therefore requested that a study be prepared and submitted to this office by 1 May 1944 on such topics as pertain directly to your activity, including a tentative organization plan for your immediate organization.

3. It is also requested that comments and/or suggestions concerning any other part of the attached study be likewise submitted by 1 May 1944.

By command of General ARNOLD:

Barney M. Giles

BARNEY M. GILES,
Major General, U. S. A.,
Chief of the Air Staff.

Encl.
Study, abv.
subj. d/14/Feb/44

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COPY NO. 1

INITIAL POST WAR AIR FORCE

Preliminary Study By
Assistant Chief of Air Staff, Plans

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FEB 25 1944

MEMORANDUM FOR CHIEF OF THE AIR STAFF:

SUBJECT: Initial Post War Air Force.

1. The attached study is approved for planning purposes.

2. It is directed that the specific studies recommended in Paragraph 2, Section IV thereof be undertaken as a matter of high priority by the Staff Sections respectively concerned.

H. H. ARNOLD,
General, U. S. Army,
Commanding General, Army Air Forces.

Encl.
Study - Initial
Post War Air
Force.

ATTN. PLANS * For necessary action coordinate with Colonel Davison.

BMG

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14 February 1944

INITIAL POST WAR AIR FORCE

Preliminary Study By
Assistant Chief of Air Staff, Plans

I. STATEMENT OF THE PROBLEM

1. To define the organization and composition of the initial post-war Air Force.

II. ASSUMPTIONS

2. It is assumed:

a. That upon cessation of hostilities and establishment of peace, the Nation will require a permanent military establishment capable of:

(1) Defending the Western Hemisphere and our possessions.

(2) Occupying strategic bases for our military defense and our economic well-being in order to:

a) Ensure access to essential raw materials,

b) Safeguard our unhampered use of sea routes, and

c) Provide for the military protection of our future global air commerce.

(3) Supporting such International obligations as the United States may assume in furtherance of a peaceful world order.

(4) Expanding rapidly into an up-to-date, well-trained, well-equipped force of highest military quality.

b. That, in order to accomplish the mission outlined above, larger armed forces will be required than were maintained in former

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periods of peace.

c. That the force permanently under arms must be capable of striking quickly and forcibly in order promptly to extinguish any incipient threat against us, or against world peace.

d. That a strong "D" day Air Force, strategically deployed for prompt striking action, will be the most effective insurance against a new out-break of hostilities in areas within range of its bases.

e. That a land force will be required capable, in cooperation with the other Arms, of defending our strategic out-post stations and home bases.

f. That a naval force will be required to assist in the air and land force missions and to safeguard our essential sea lanes from naval attack.

g. That, the U. S. will adopt a system of Universal Military Service and, if necess ary, a Selective Service System to supplement the professional Armed Services. (See J.C.S. 431/1).

3. It is further assumed that J.C.S. 560 will be approved in substance, and there will be a complete revision of the U. S. military and naval services to provide a single Department of War broadly organized as follows:

a. A Secretary of War with four Under-Secretaries respectively heading four major subdivisions; the Ground Forces, the Air Forces, the Naval Forces and a combined Bureau of Procurement, Production and Resources, hereafter referred to as "Bureau of War Resources".

b. A Chief of Staff to the President in his constitutional capacity as Commander-in-Chief of the Armed Forces. The Chief of Staff to take precedence over all military, air and naval officers.

c. The Chief of Staff to preside over a Supreme War Council to consist of the Commanders of the Army, Air Force, Navy and Bureau

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of War Resources.

d. The Chief of Staff to have a compact General Staff, composed of officers detached from the four major service branches.

e. Each of the four service branches to have its own general staff to assist the commander in administering his respective service in accordance with the overall determination of the Chief of Staff to the President as advised by the General Staff and the Supreme War Council.

4. It is assumed also:

a. That within the above-mentioned framework, the Air Force will comprise an autonomous military service co-equal with the other three integral parts of the single "Service" Department.

b. That the mission of the Air Force will consist of developing, training and maintaining a military force capable through the immediate exercise of air power, of defending the integrity of the U. S. and their possessions, of enforcing the U. S. foreign policy, and of supporting the ground and naval forces similarly engaged.

c. That the Air Force will therefore, under the President and the Chief of Staff, consist of an Air Commander-~~in-Chief~~ with General Air Staff and appropriate commands for training, research and development, supply and maintenance, et cetera, and tactical units, divided into probably six Air Forces, so deployed as to best accomplish the primary mission.

d. That the Air Force will include all military aviation except ship-borne units operating with the Navy, and those artillery-control and "liaison" units operating with the Army.

III. DISCUSSION

5. For planning purposes it is accepted as axiomatic that:

a. Within the framework of the Department of War above

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referred to, the Air Force can be organized in whatever manner experience and careful thinking indicate to be most efficient and need not inherit from the other services structure, procedure or tradition not suited to its peculiar requirements.

b. Modern warfare and its foreseeable evolution imposes upon the Air Force the responsibility of maintaining an "M" day force, instantly ready to oppose unheralded attack or to take the offensive and thwart an incipient threat before it has had opportunity to develop.

c. Its efficiency as such "M" day force will require not less than fifty per cent of its complement in active service, exclusive of trainees, to be regular professional personnel and the balance to be composed of temporary adherents obtained through universal service and duly established reserves.

d. That a reserve pool of trained officers and enlisted men will be maintained in such a state of tr aining and in such numbers as to allow, in emergency, a rapid increase of the peace time force by at least 100% with minimum decline in unit effectiveness.

e. The complexity and technical intricacy of modern military aviation requires a high degree of specialization with a consequent steeply-pyramidal organization of command.

f. The speed inherent in military aviation and the rapidity of communication thereby required to exercise control make it imperative that administrative procedure be streamlined to the maximum; that "red tape" be ruthlessly eliminated and constantly guarded against; and, that communications technique be highly developed and well organized.

g. The technical advances to be expected in aviation and its ancillary sciences will require continuance of energetic research and development if the U. S. Air Force is to retain its present pre-eminent position.

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6. Size, composition and deployment of the Air Force. Pending a later determination of specific details of the Air Force post war mission and of the precise amount of force and the best order of deployment to accomplish that mission, for present planning purposes it is accepted:

a. That, in the post war military establishment there will be approximately the following numbers of officers and men available to the three armed services:

	Active	Immediate Trained Reserve
Air Force	1,000,000	1,000,000
Army	500,000	2,000,000
Navy	500,000	500,000
	2,000,000	3,500,000

b. That Air Force units, constituting an "M" day force, will be stationed on an extensive chain of permanent bases extending from the Philippines eastward to the West Coast of Africa.

c. That the Air Force will consist of a GHQ, 6 Air Forces and appropriate commands.

d. That the tactical force will consist of 105 groups divided into

40 very heavy bombardment groups
2 heavy bombardment groups
4 medium and light bombardment groups
45 fighter groups
3 reconnaissance groups
11 troop carrier groups

e. That one Air Force will be deployed in the Atlantic-European-African area comprised of 10 VHB, 10 F and 1 TC groups.

f. That two Air Forces will be deployed in the Pacific-Asiatic area aggregating 25 VHB, 1 HB, 25 F, 1 RECN and 6 TC groups.

g. That three Air Forces will be deployed in the U. S.

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(including Alaska and the Caribbean) aggregating 5 VHB, 1 HB, 4 M/LB, 10 F, 2 RECN and 4 TC groups.

h. That the Air Force will have complete responsibility for training its own personnel, including arms and services.

i. That there will exist a "Naval Air Arm" consisting of Air Force trained personnel assigned to the Navy for special training and operations with ship-borne aircraft.

j. That there will be a requirement for the Air Force similarly to supply to the Army, trained personnel for artillery spotting, liaison, et cetera.

k. That the Air Force will be responsible for all phases of research development, design, production, distribution, maintenance, et cetera, of military aircraft and other materiel peculiar to aviation co-ordinated wherever advisable with the procurement and supply responsibilities of the Bureau of War Resources.

l. That an Air Force Service Command with subordinate units will be available in the Air Force to handle all matters of supply, maintenance and distribution for the Air Force not specifically delegated to other units or furnished by the Bureau of War Resources.

m. That there will be an Antiaircraft Artillery Command as an integral part of the Air Force. Air Defense Wings, Aircraft Warning Units and Antiaircraft Artillery units will be required sufficient to enable the Air Force to provide a co-ordinated active air defense

(1) for its own establishments,

(2) for such Army, Navy and civil installations as may be required, and

(3) for the mobile ground forces.

7. Organization.

a. It is believed that the "streamlining" of the Air Force

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organization and procedure, currently under study in this Headquarters, is a proper basis for future planning pending such revision as further study or experience may reveal to be desirable in the interest of efficiency or smooth integration with the other services.

b. It is believed, therefore, that the broad organization of the post war Air Force should be as indicated generally in the six charts hereto attached as Enclosure "A".

c. The division of functions in the General Air Staff among the three deputies -- for operations, for administration and for supply -- eliminates many separate staff offices presently reporting directly to the Chief of Air Staff. The division functionally into three major activities should be carried down to lower echelons of command throughout the Air Forces. Considerable improvement in efficiency, mobility and economy has resulted wherever this system has been tested in application. It is believed that identical staff functions should be similarly organized at all levels. If this is achieved, it will greatly simplify the flow of orders and the movement of trained personnel from the lower echelons to a higher echelon where they will be familiar not only with the work but with the channels of co-ordination.

8. Troop Basis.

a. Pending a later revision of T/O's based on further study and experience, the Tentative Troop Basis attached hereto as Enclosure "B" will be used for planning purposes. Further study will be required to determine the troop basis of units not covered in Enclosure "B" such as antiaircraft, transport, training command, et cetera.

b. It is assumed for planning purposes that the unit equipment in airplanes by squadrons and groups in the initial post war Air Force will be as follows:

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	Planes per Squadron	Squadrons per Group	Total Planes per Group
VHB	7	4	28
H/B	12	4	48
L/B & M/B	16	4	64
Fighter	25	4	100
Photo Recon.	16	4	64
Maps & Charts Recon.	12	4	48
Troop Carrier	16	4	64
Transport	10	Separate Sqs. Only	
Night Fighter	12	" "	

Training Types - No figures available

c. It is likewise assumed that, in addition to unit equipment, a reserve of 50% in combat type aircraft and 10% in other types will be required.

9. Training Establishment.

a. A preliminary study of the Training Establishment required in the post war Air Force is contained in report from the Training Command dated 31 January 1944, attached hereto as Enclosure "C".

b. It is questioned whether the recommendation of the Training Command should be accepted in its entirety. The need for two Flying Training Commands instead of one should be studied further. The problem of the degree of supervision which the Training Command should exercise over the various professional and post-graduate schools should be made the subject of a special study. It is possible that some of these schools should be under the direct control of the Commanding General of the Air Force rather than under the Training Command.

10. Antiaircraft Command.

a. Preliminary study of the size and composition of the antiaircraft establishment is attached hereto as Enclosure "D".

b. In examining Enclosure "D" from the over-all standpoint, it would appear that the size of the antiaircraft force therein proposed is excessive in proportion to the remainder of the Air Force, if the theory is accepted that the principal defense against air attack

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will be found in the aggressive use of our own air striking force.

11. The Air Force Service Command.

a. The composition and organization of the Air Force Service Command will require further study.

b. In this connection, every effort should be made to establish identical geographic boundaries for command and service areas of the three armed services, in order to facilitate unity of command in each strategic zone and simplify the supply and service problems.

12. Materiel Command.

a. It has been suggested that the Materiel Command and the Air Service Command be combined into one command in peace time. The wisdom of such action is questioned because of the resulting unwieldy size of the combined command.

b. The composition and organization of the Materiel Command for the post war period will require further study.

13. The Proving Ground Command.

It is believed that this should be under the Materiel Command in peace time. Accelerated service test and flight test activities might well be combined under the Proving Ground Command.

14. Airways Communications Command.

a. It is believed that the AACS should be redesignated the Airways Communications Command and should be responsible directly to the Commanding General of the Air Force and be under the technical supervision of his Chief of Communications.

b. The Airways Communications Command should co-ordinate its activities closely with the similar functions exercised on civil airways by the C.A.A., and should be prepared in emergency to take over entire responsibility for all U. S. owned international airways communications, both civil and military, with minimum delay.

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15. Air Transport Command.

There should be an Air Transport Command directly under the Commanding General of the Air Force. It is believed that the Air Transport Command should furnish such air transport service as may be required to all components of the Department of War. (Encl. "P")

16. Air Academy.

An Air Academy should be established to be operated under the Training Command. See Training Command study, Enclosure "C".

17. Tactical Air Center.

It is believed this should be directly under the Commanding General of the Air Force, with general supervision exercised through his Deputy for Operations.

18. Personnel.

a. There are many problems connected with personnel in the post-war Air Force which will require determination. Most of these will need co-ordination with allied problems common to the other Service Branches.

b. Questions of active duty pay, flying pay, retired pay, et cetera should be studied.

c. A study should be initiated at once to determine how best to select from the officers now on duty in the Air Force those to be retained in the permanent post-war Air Force and the basis for such selection. It is not too soon to begin now some system for rating AUS and reserve officers as to their qualifications and fitness for permanent commission in the post-war Air Force. To leave this task to a selection board for action at the last moment might mean that the decision would rest on the judgement of but one or two individuals rather than on the judgement of a series of commanding officers who will have observed the candidate in action under varying circumstances.

d. The question of procurement of personnel for the post-war

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Air Force should be made the subject of a special study.

c. An Air Force Emergency Relief Society will be required. Its organization and responsibilities should be the subject of study at a later date.

19. Nomenclature.

The establishment of an autonomous Air Force will require consideration of nomenclature and designations for new units, staff functions, et cetera. It is believed that this problem should be viewed as a whole and that at the proper time a nomenclature committee should be appointed to recommend the principles to be followed in arriving at a solution. It should be kept in mind in reading this study that questions of nomenclature have not received particular consideration.

IV RECOMMENDATIONS

It is recommended:

1. That the assumptions and principles on which this study is based be approved for further planning.

2. That specific study be directed in respect to the following problems:

a. A determination in greater detail, for planning purposes, of an initial deployment of the post-war Air Force.

b. A revision of Tables of Organization and a new Troop Basis to include all units contemplated for the post-war Air Force. In this connection, the need for additional personnel should be considered for the following:

(1) A recruiting service.

(2) Instructors in ROTC and other civil schools.

(3) The Air Force component of the faculties of combined service schools.

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(4) Air Force personnel for detail to the General Staff, and to the Army, Navy and Bureau of War Resources.

(5) Officers for "foreign" service such as air attaches, observers, air missions, foreign language students, et cetera.

(6) Allowance for personnel on leave, sick, in travel, et cetera.

c. Determination of the particular airfields, bases, ranges and other facilities to be retained for the post-war Air Force or to be transferred from the Navy to the Air Force in the event that the latter is charged with responsibilities which are now being exercised by the Navy.

d. Determination of the exact relationship of the post-war Air Force to the Navy, the Naval Air Arm and the Marine Corps.

e. Determination of the responsibilities, and of the organization and composition, of the Antiaircraft Artillery Command.

f. Determination of the organization and responsibilities of troop carrier aviation; particularly in respect to the need for a Troop Carrier Command.

g. Determination of the responsibility, organization and composition of security forces particularly in respect to the formation of a Security Corps.

h. Personnel policy toward

(1) Pay, including longevity, flying, retirement, disability, separation, et cetera.

(2) Promotion, forced attrition, and means to avoid stagnation in promotion and to insure the essential youthfulness necessary in combat and other echelons.

(3) Principles and method of selection in, up and out.

(4) Promotion in the inactive reserve.

(5) Policy toward the proportion of non-rated to rated officers among the regular personnel of the post-war Air Force.

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(6) The basis for and method to be used in selection of officers and key enlisted personnel now in the service for the initial manning of the post-war Air Force both for the professional or regular personnel and for reserves on extended active duty.

(7) Policy toward the employment of colored, yellow and other minority racial groups.

(8) The place in the post-war Air Force for WAF's and WASP's.

(9) Policy toward volunteer societies, reserve officer associations, professional societies and the use of such volunteer activities as may be available from such sources in furtherance of the broad Air Force mission.

(10) The organization and responsibilities of an Air Force Emergency Relief Society.

i. Problems connected with a Training Establishment required in the post-war Air Force to include:

(1) Policy toward use of civil flying schools.

(2) Air Force policy toward the guidance of ROTC and pre-college education in respect to military aviation.

j. Determination of the advantages and disadvantages of the proposed principle of functionalized staff organization discussed in Section III, Paragraph 7 and, in particular, the proper place in the staff of the following activities:

(1) Budget.

(2) Fiscal

(3) Finance

(4) Judge Advocate

(5) Legislative Service.

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5 Enclosures:
"A" Organization Charts
"B" Tentative Troop Basis
"C" Preliminary Study of Post-war Training Command Establishment dated 31 Jan 44
"D" Preliminary Study of Post-war Antiaircraft Artillery Establishment dated 4 Feb 44
"E" Preliminary Study of Post-war Air Transport Command Establishment dated 6 Feb 44

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PACIFIC BASES

ARMY AIR FORCES

REQUIREMENTS FOR PEACETIME PERIOD

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DECEMBER 4, 1943

Enclosure "B"

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Reassigned Period

Unit	S/O		Off	EM	Pr	No. of Units	Off	EM	Pr
		Assigned, i.e., Allotted, Stationed with							
Army Air Forces, Hq & Hq Sq	-	-	1265	5	1000	1	1265	5	1000
Air Forces, Hq & Hq Sq	1-400-13	3 (-1) 7/1/43	81	3	150	1	193	3	670
Materiel & Service Cmd, Hq & Hq Sq	-	-	100	10	2570	1	137	10	2500
AF Service Cmd, Hq & Hq Sq	1-[illegible]-13 PO	9/2/43	36	3	121	3	106	9	363
Air Service Area Cmd, Hq & Hq Sq	-	-	309	6	197	1	1[illegible]	36	1000
Materiel Cmd, Hq	-	-	137	5	0	1	137	5	0
Proving Ground Cmd, Hq & Hq Sq	-	-	50	4	222	1	52	4	222
Troop Carrier Cmd, Hq & Hq Sq	-	-	126	114	574	1	140	111	574
Tactical Air Center, Hq & Hq Sq	-	-	47	3	347	1	57	3	347
Flight Control Command, Hq & Hq Sq	Ltr 150 GS	4/2/43	107	1	61	1	126	1	61
AAF Proving Ground Cmd, Proof Dept	1-4937 (O-1)	5/15/43	84	6	9	1	94	6	9
Photo Det - PRC	W/T 1-3899	1/13/43	10	1	74	1	1	1	74
Trinidad Wing, Hq & Hq Sq	1-110-1 (O-1)	3/11/43	47	1	125	1	65	1	125
Bomber Cmd (VH) Hq & Hq Sq	1-100-13-7	2/11/43	76	2	275	1	77	2	275
Bomber Cmd Hq & Hq Sq	1-1[illegible]-13	2/4/43	50	1	140	2	75	2	700
Fighter Cmd Hq & Hq Sq	1-200-13	2/2/43	60	4	143	3	120	12	429
Air Support Cmd, Hq & Hq Sq	1-500-1 (O-1)	7/1/42	91	6	314	1	162	6	32
Rep'l Wing (Comb) Hq & Hq Sq	1-1150-1 (O-1)	12/1/42	39	4	172	1	39	4	176
Bomb Wing (VH) Hq	Tent	-	39	1	50	1	49	1	50
Fighter Wing Hq	1-650-1 (O-6)	11/20/42	59	3	210	1	118	6	420
Weather Wing, Hq & Hq Sq	W/D Letter	4/10/43	72	6	50	1	72	6	50
Air Depot Hq & Hq Sq	1-650-1	7/1/43	31	3	106	1	189	3	106
Communication System Wing	W/D Letter	3/10/43	76	8	140	1	76	8	184
Bomb Gp (VH) Hq	Tent	-	15	3	7	1	15	3	35
Bomb Sq (VH) Air	Tent	-	74	0	36	20	1480	0	1800
Bomb Sq (VH) Maint	Tent	-	17	0	132	20	340	0	2640
Bomb Gp (H) Hq	1-112	3/26/43	21	1	65	1	21	1	65
Bomb Sq (H)	1-117 (Gue)(O-1)	3/26/43	69	0	341	1	276	0	1364
Bomb Gp (L) Hq	1-132 (O-1)	5/29/43	25	1	59	4	100	4	236
Bomb Sq (L)	1-137 (O-6)	7/1/42	38	0	253	16	608	4	1348
Fighter Gp Hq	1-12 (O-1)	7/1/42	22	1	50	10	220	10	500
Fighter Squadron	1-47 (O-3)	7/1/42	29	0	252	40	1160	0	10080
Fighter Control Sq	1-47	5/11/43	24	0	272	10	240	0	2220
Night Fighter Sq	1-67	5/26/43	21	0	238	3	63	0	714

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ARMY AIR FORCES
TROOP BASIS
(EXCLUDING AIR TRANSPORT AND TRAINING)
PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	Mo	Bn	No. of Units	AGGREGATE STRENGTH Off	Mo	Bn
		CONTINENTAL U.S., ALASKA, CARIBBEAN AREA (Cont'd)							
Hcn Group, Hq (Bomber)	Tent	-	21	1	61	1	21	1	61
Hcn Sq (Bomber)	PAT 1A-1/2	3/29/43	65	1	378	4	260	4	1512
Hcn Sp (Fighter)	Tent	-	24	1	54	1	24	1	54
Hcn Sq (Fighter)	Tent	-	35	0	182	4	140	0	728
Troop Carrier Sp	1-312	2/15/43	26	1	80	4	104	4	320
Troop Carrier Sq	1-317 (C-2)	2/3/43	52	24	459	16	544	384	6144
Arctic Search & Rescue Sq Flt A	1-618	5/26/43	16	2	41	1	16	2	41
Arctic Search & Rescue Sq Flt B	1-618	5/26/43	8	1	31	1	8	1	31
Emergency Rescue Sq	1-497	11/9/43	59	0	205	1	59	0	205
Air Support Comm Sq	1-547 (C-1)	5/5/43	12	0	107	3	36	0	321
Base Hq & Air Base Sq (Med)	1-422 (RS)	9/1/42	10	0	135	55	550	0	7425
Guard Squadron	1-3001 (RS)	1/14/43	2	0	56	55	110	0	3080
AAF (Bolling Field)	M/T (Aug)		1	1	100	1	1	1	100
AAF Band	M/T 1-3000	11/1/42	0	1	28	48	0	48	1344
Aviation Sq	1-9991 (C-1)	8/15/42	3	0	250	65	165	0	13750
Statistical Control Unit	M/T 1-3003 (Type B)	5/24/43	7	0	52	8	56	0	416
AF Repl Depot (AD)Hq & Hq Sq	-	2/20/43	27	1	203	3	81	3	609
AAF Combat Camera Unit	PAT 130	11/9/42	9	0	23	3	27	0	69
Photo Lab Section	Tent		4	1	58	4	16	4	232
AAF Photo Intell Det	1-7473	9/15/42	43	0	49	3	129	0	147
Arctic Desert & Tropic Infor Center	1-3098	3/9/43	42	0	0	1	42	0	0
Training Aids Directorate	1-1352-S	1/30/43	66	0	74	1	66	0	74
AAF Proving Ground Group	1-3891	3/8/43	137	4	1184	1	137	4	1184
AAF Proving Ground Sq	1-497	2/1/42	15	0	135	1	15	0	135
Proving Ground Torpedo Sq (Composite)	1-137	7/1/42	35	0	267	1	35	0	267
AAF Electronics Exp Det	1-3007	4/23/43	7	1	74	2	14	2	148
Electronics Unit	1-3895	2/5/43	13	1	20	1	13	1	20
Electronics Sect (AAB)	PAT	-	14	0	78	2	28	0	156
AAF Cold Weather Test Det	AG Letter	8/25/42	47	0	308	1	47	0	308
Panama Air Depot	1-8528-PC	9/2/42	44	0	0	1	44	0	0
Miami Air Depot	-	-	178	0	0	1	168	0	0
AAF Specialized Depot	M/T	5/20/43	21	0	0	12	252	0	0
Intransit Depot	Unit	9/15/42	13	0	0	6	78	0	0

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TACTICAL)

REPORTING PERIOD

Unit	T/O		UNIT STRENGTH Off	EM	Sq	No. of Units	AGGREGATE STRENGTH Off	EM	Sq
	CONTINENTAL U.S., ALASKA, CANADA and (cont'd)								
AAF Signal Storage Depot	W/T 3410	8/2/43	21	0	0	3	63	0	0
Sub Depot	Tent	-	7	0	0	1	7	0	0
Sub Depot	-	-	12	0	0	1	12	0	0
Air Freight Wing	[illegible]	11/28/[illegible]	200	0	0	1	200	0	0
Air Freight Sq	PAT 1-7	3/30/43	23	0	172	1	23	0	172
Plant Maint Sq	PAT 138	3/27/43	9	0	274	1	9	0	274
Radio Squadron	Tent	1/13/42	30	0	214	1	30	0	214
Photo Lab Bomb Wing (VH)	Tent	-	3	1	44	1	3	1	44
Photo Lab Bomb Gp (VH)	Tent	-	1	0	20	5	5	0	100
Service Gp, Aq & Ho Sq (Sp)	Tent	-	26	0	338	5	129	0	1760
Engineering Sq Service Group (Sp)	Tent	-	8	1	207	5	40	5	1035
Materiel Sq Service Gp(Sp)	Tent	-	6	1	118	5	30	5	590
Service Gp, Aq & Ho Sq	1-412 (C-1)	7/1/42	26	2	138	10	260	20	1380
Service Squadron	1-417 (C-1)	7/1/42	7	2	227	21	147	42	4767
Air Depot Gp, Aq & Hq Sq	1-852	7/1/42	10	0	157	7	733	0	1099
Depot Repair Sq	1-857	7/1/42	10	0	320	7	70	0	4480
Depot Supply Sq	1-858	7/1/42	9	0	101	7	63	0	707
Weather Service	-	-	1507	243	4557	1	1507	243	4557
Communications Service	-	-	120	3	8491	1	120	3	8491
Foreign Repl Pool	-	-	2013	45	6771	1	2013	45	6771
Personnel En Route	-	-	3000	9	9771	1	3000	9	9771
Cml Maint Co (Avn)	3-47 (C-1)	4/1/42	4	0	117	3	12	0	351
Cml Depot Co (Avn)	3-415	2/[illegible]/42	4	0	78	3	12	0	234
Cml Storage Co (Avn)	3-417 (C-1)	2/[illegible]/42	2	10	50	2	4	20	100
Engr Utilities Det (Avn)	1-293 (Col C)	7/1/42	2	0	70	3	6	0	1050
Engr Avn Fire Fighting Plat (C-1)		7/1/43	1	0	31	1	31		
Engr Avn Maint Co	C-427	4/1/42	4	0	115	4	16	0	460
Engineer Bn (Avn)	C-415 (C-1)	7/1/42	31	9	736	1	114	9	1101
Engr Av[illegible] Co	C-[illegible] (C-1)	4/1/42	4	0	213	3	12	0	639
Engr Topo Co (Avn)	C-447 (C-1)	7/1/42	8	0	127	3	24	0	381
Engr Avn Camouflage Bn	C-465	4/1/43	26	1	777	1	26	1	777
Engr Property Officer	-	-	1	0	0	1	1	0	0
Ordnance Co Lo	C-47	4/1/42	3	0	1	3	12	0	360
Ordnance Co Lo Avn (A)	10-[illegible] (C-1)	7/1/42	4	0	82	1	14	0	342
Ordnance Maint Co AF	3-457 (C-1)	7/1/42	4	1	1	3	12	3	3
Ordnance Depot Co	3-47	4/1/43	5	1	1	3	15	3	3

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Unit	T/O		Off	EM	Sp	No. of Units	Off	EM	Sp
Ordnance Supply & Maint Company (Avn)	[illegible]	[illegible]	4	0	75	21	84	0	1575
Ordnance Co Service (Avn)	-	-	5	0	370	5	25	0	2050
Ordnance Officer at Large	-	-	111	0	0	1	111	0	0
Ord Plat Transp Sq	4/7	10/15/42	1	0	60	55	55	0	3300
Ord Plat AD Group	10-427	7/1/42	4	0	44	7	14	0	154
Ord Post Co (Avn)	10-497	2/11/42	3	12	91	3	9	36	273
Ord Co Depot Subsist (Avn)	10-477	7/1/42	3	0	54	3	9	0	162
Ord Co Depot Class III (Avn)	10-407	7/1/42	2	0	30	3	6	0	90
Ord Co Service (Avn)	-	-	1	2	467	8	8	16	4536
Ord Co Service Bn (Avn)	10-437	7/1/42	5	0	70	10	50	0	700
Ord Truck Co (Avn)	10-417 (C-1)	7/1/42	3	0	99	14	42	0	1386
Ord Officers at Large	-	-	96	0	0	1	96	0	0
Radar & VHF Install & Maint Unit	-	-	2	0	9	1	2	0	9
Signal Co (Avn)	11-317 (C-1)	5/19/42	6	0	175	6	36	0	1050
Signal Co Wing	11-217	7/1/42	3	0	66	3	9	0	198
Signal Co Service Bn	11-237	3/26/43	3	0	97	10	30	0	970
Signal Co Depot (Avn)	11-287	3/20/43	7	3	216	7	49	21	1512
Signal Co Hq AAF	H/T 11-32	7/1/42	7	2	294	1	7	2	294
Signal Radio Intell Co (Avn)	11-297	5/20/43	8	0	192	3	24	0	576
Signal Service Co (Avn)	-	-	9	25	878	1	9	25	878
Signal Bn Air Support Cmd	11-335	5/15/42	21	0	488	3	63	0	1464
Radar Calibration Det	1-727	5/12/43	10	0	29	3	30	0	87
Sig Hq & Hq Co AWS Fighter Cmd	11-450-1	9/4/41	12	0	212	3	36	0	636
Signal AW Service	-	-	160	90	9450	1	160	90	9450
Signal Officers at Large	-	-	37	0	0	1	37	0	0
Med Supply Plat (Avn)	8-497	8/3/42	2	0	19	7	14	0	133
Med Dispensary Det (Avn)	Tent	4/2/43	4	0	21	5	20	0	105
AAF Regional Hospital	-	-	171	7	1484	1	171	7	1484
Med Air Evac Transp Sq	8-447	2/15/43	31	0	61	3	93	0	183
Medical at Large	-	-	2025	29	8280	1	2025	29	8280
Nurses	-	-	2300	0	0	1	2300	0	0
Finance at Large	-	-	60	0	450	1	60	0	450
Accountable Dispersing Office	-	-	0	1	0	21	0	21	0
Chaplain at Large	-	-	27	0	-	1	27	0	-
Total Personnel							31009	1259	172335

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Unit										
AF, [illegible]	1-[illegible]	[illegible]	1.7	7	[illegible]	1	1.7	7	[illegible]
Air Service Gp, [illegible]	1-1[illegible]	[illegible]	1[illegible]	17	[illegible]	1	1[illegible]	17	[illegible]
Air Serv Area Unit, [illegible]	Par 121	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1[illegible]	1[illegible]	[illegible]
Bomber Cmd (VII) [illegible]	1-1[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Fighter Cmd, [illegible]	1-1-13	[illegible]	1	2	[illegible]	1	[illegible]	2	[illegible]
Air Support Cmd, [illegible]	1-[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Bomb Wing (VII) Hq	Tent	-	[illegible]	1	[illegible]	2	[illegible]	2	[illegible]
Bomb Group (VII) Hq	Tent	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Bomb Sq (VII) Air	Tent	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Bomb Sq (VII) Maint	Tent	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fighter Group Hq	1-12 (C-1)	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fighter Sq	1-27 (C-1)	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fighter Control Sq	1-[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Night Fighter Sq	1-[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Troop Carrier Gp, Hq	1-312	[illegible]	[illegible]	1	[illegible]	1	[illegible]	1	[illegible]
Troop Carrier Sq	1-[illegible] (C-[illegible])	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Air Support Control Sq	1-[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Air Depot	Tent	[illegible]	[illegible]	[illegible]	[illegible]	1	[illegible]	1	[illegible]
Sub-Depot	1/7	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Weather Service	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Communications Service	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Base Hq & Air Base Sq (Red)	1-[illegible] (C-[illegible])	[illegible]	10	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Repl Control Depot, Gp & Hq Sq	20-[illegible] (C-[illegible])	[illegible]	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Statistical Control Unit	1-[illegible] (Type [illegible])	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Photo Intelligence Det.	1-[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
AAF Combat Camera Unit	PAF 130	11/9/42	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Photo Lab Section	Tent	-	[illegible]	1	[illegible]	1	[illegible]	1	[illegible]
Air Transport Sq (Obs)	1-347	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Photo Lab Bomb Wing (VII)	Tent	-	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Photo Lab Bomb Gp (VII)	Tent	-	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Service Gp, Hq & Hq Sq (Bp)	Tent	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Engineering Sq Serv Gp (Bp)	Tent	-	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Materiel Sq Serv Gp (Bp)	Tent	-	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Service Gp, Hq & Hq Sq	1-[illegible] (C-1)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Service Squadron	1-[illegible] (C-1)	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	Wo	Em	No. of Units	AGGREGATE STRENGTH Off	Wo	Em
		ATLANTIC AND EUROPEAN AREA (Cont'd)							
Air Depot Gp, Hq & Hq Sq	1-852	7/1/42	19	0	150	5	95	0	750
Depot Repair Sq	1-857	7/1/42	10	0	340	5	50	0	1700
Depot Supply Sq	1-858	7/1/42	8	0	129	5	40	0	645
Cml Maint Co (Avn)	3-47 (C-1)	4/1/42	4	0	119	1	4	0	119
Cml Depot Co (Avn)	3-418	2/28/42	4	0	78	1	4	0	78
Engineer AF Hq Co	5-800-2 (C-1)	4/1/42	12	0	213	1	12	0	213
Engineer Topo Co (Avn)	5-447 (C-1)	2/6/42	8	0	147	1	8	0	147
Engineer Bn (Avn)	5-415 (C-4)	4/1/42	31	0	776	5	155	0	3880
Engr Avn Fire Fighting Plat	5-337	5/12/43	1	0	28	11	11	0	308
Engr Utilities Det (Avn)	5-283 (Col 6)	4/21/43	2	0	50	11	22	0	550
Ordnance Am Co (Avn)	9-17	4/1/42	6	0	180	1	6	0	180
Ordnance Maint Co AF	9-257 (C-1)	3/13/42	8	1	216	1	8	1	216
Ordnance MM Co Avn (Q)	10-487 (C-1)	7/1/42	2	0	46	5	10	0	230
Ord Supply & Maint Co (Avn)	9-417	9/29/43	4	0	76	11	44	0	836
Ordnance Depot Co	9-57	6/1/43	5	1	180	1	5	1	180
QM Plat AD Group	10-427	7/1/42	2	0	22	5	10	0	110
QM Truck Co (Avn)	10-517 (C-1)	7/1/42	3	0	99	16	48	0	1584
QM Co Boat (Avn)	10-497	2/11/42	3	12	91	1	3	12	91
QM Co Service Group	10-437	7/1/42	5	0	76	5	25	0	380
QM Co Depot Subsist (Avn)	10-477	7/1/42	3	0	54	1	3	0	54
QM Co Depot Class III (Avn)	10-467	7/1/42	2	0	30	1	2	0	30
Signal Co (Avn)	11-217 (C-1)	5/19/42	6	0	175	2	12	0	350
Signal Radio Intell Co	11-297	6/10/43	8	0	192	1	8	0	192
Signal Co Wing	11-247	7/1/42	3	0	86	2	6	0	172
Signal Co Service Gp	11-237	3/26/43	3	0	47	5	15	0	485
Signal Co Depot (Avn)	11-287	3/26/43	7	3	216	5	35	15	1080
Signal Constr Bn (Avn)	11-225	7/1/42	17	1	407	1	17	1	407
Signal Bn Air Support Cmd	11-335	5/19/42	21	0	488	1	21	0	488
Signal Hq & Hq Co AWS Fighter Command	11-450-1	9/4/41	12	0	212	1	12	0	212
Signal AW Service	-	-	460	90	9450	1	460	90	9450
Radar Calibration Det	1-727	5/22/43	10	0	29	1	10	0	29
Med Supply Plat (Avn)	8-497	6/3/42	2	0	19	5	10	0	95
Med Air Evac Transp Sq	8-447	2/15/43	31	0	61	1	31	0	61
Med Dispensary (Avn)	-	-	4	0	24	11	44	0	264
MP Company (Avn)	19-217	5/1/42	4	0	100	5	20	0	500
Finance at Large			55	2	381	1	55	2	381
Chaplain at Large			25	0	-	1	25	0	-
Total Personnel							9868	372	80602

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	Wo	En	No. of Units	AGGREGATE STRENGTH Off	Wo	En
		PACIFIC - ASIATIC AREA							
AF Hq & Hq Sq	1-800-1S-RS (C-1)	7/1/42	63	3	231	2	126	6	462
AF Service Cmd, Hq & Hq Sq	1-400-1S	7/13/42	188	17	325	2	376	34	650
Air Service Area Cmd, Hq & Hq Sq	PAT 121	7/13/42	40	5	130	2	80	10	276
Bomber Cmd (VH) Hq & Hq Sq	1-100-1S-2	2/15/43	76	3	255	2	152	6	510
Fighter Cmd, Hq & Hq Sq	1-1-1S	8/15/42	61	2	231	2	122	4	462
Air Support Cmd, Hq & Hq Sq	1-500-1 (C-1)	7/1/42	54	0	214	2	108	0	428
Bomb Wing (VH) Hq	Tent	-	39	1	25	6	234	6	150
Troop Carrier Wing, Hq & Hq Sq	1-310-1 (C-1)	2/15/43	41	2	125	1	41	2	125
Bomb Gp (VH) Hq	Tent	-	15	0	9	25	375	0	225
Bomb Sq (VH) Air	Tent	-	74	0	94	100	7400	0	9400
Bomb Sq (VH) Maint	Tent	-	17	0	362	100	1700	0	36200
Bomb Gp (H) Hq	1-112	3/26/43	24	1	55	1	24	1	55
Bomb Sq (H)	1-117 (Aug)(C-1)	3/26/43	69	0	351	4	276	0	1404
Fighter Gp Hq	1-12 (C-1)	7/1/42	22	1	50	25	550	25	1250
Fighter Squadron	1-27 (C-3)	7/1/42	39	0	252	100	3900	0	25200
Fighter Control Sq	1-47	6/26/43	24	0	222	25	600	0	5550
Night Fighter Sq	1-67	5/24/43	41	0	238	15	615	0	3570
Recn Gp Hq (Fighter)	Tent		24	1	54	1	24	1	54
Recn Sq (Fighter)	Tent		35	0	182	4	140	0	728
Troop Carrier Gp Hq	1-312	2/15/43	26	1	80	6	156	6	480
Troop Carrier Sq	1-317 (C-2)	2/3/43	59	24	259	24	1416	576	6216
Air Support Control Sq	1-547	5/5/43	6	0	213	2	12	0	426
Photo Intelligence Det	1-747S	9/15/42	43	0	49	2	86	0	98
Photo Lab Section	Tent	-	4	1	58	2	8	2	116
AAF Combat Camera Unit	PAT 130	11/9/42	9	0	23	2	18	0	46
Statistical Control Unit	1-3003 (Type B)	5/24/43	7	0	52	2	14	0	104
Repl Control Depot, Hq & Hq Sq	20-45 (C-2)	4/1/42	18	0	117	2	36	0	234
Base Hq & Air Base Squadron (Red.)	1-422 (RS)	9/1/42	10	0	135	16	160	0	2160
Air Depot	Tent	6/29/42	110	1	0	2	220	2	0
Sub-Depot	M/T		9	0	0	3	27	0	0
Base Air Depot	-	-	106	17	3619	1	106	17	3619
Emergency Rescue Sq	1-987	11/9/43	59	0	205	1	59	0	205
Weather Service			248	45	1357	1	248	45	1357
Communications Service			289	0	5183	1	289	0	5187

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	Wo	Em	No. of Units	AGGREGATE STRENGTH Off	Wo	Em
		PACIFIC - ASIATIC AREA (Cont'd)							
Aircraft Assembly Sq	PAF 115	1/30/43	12	0	246	1	12	0	246
Photo Lab Bomb Wing (VH)	Tent	-	3	1	44	6	18	6	264
Photo Lab Bomb Gp (VH)	Tent	-	1	0	20	25	25	0	500
Service Gp Hq & Hq Sq (Sp)	Tent	-	25	0	348	25	625	0	8700
Engineering Sq Service Gp (Sp)	Tent	-	8	1	207	25	200	25	5175
Materiel Sq Service Gp (Sp)	Tent	-	6	1	118	25	150	25	2950
Service Gp, Hq & Hq Sq	1-412 (C-1)	6/16/43	28	0	136	16	448	0	2176
Service Squadron	1-417 (C-1)	7/1/42	7	2	227	33	231	66	7491
Air Depot Gp, Hq & Hq Sq	1-852	7/1/42	19	0	150	15	285	0	2250
Depot Repair Squadron	1-857	7/1/42	10	0	340	15	150	0	5100
Depot Supply Squadron	1-858	7/1/42	8	0	129	15	120	0	1935
Cml Co Air Operations	3-457	7/1/42	4	0	130	8	32	0	1040
Ord Maint Co (Avn)	3-47 (C-1)	4/1/42	4	0	119	2	8	0	238
Cml Depot Co (Avn)	3-418	2/28/42	4	0	78	2	8	0	156
Engr AF Hq Co	5-800-2 (C-1)	4/1/42	17	0	213	2	24	0	426
Engr Topo Co (Avn)	5-447 (C-1)	2/6/42	8	0	147	2	16	0	294
Engineer Bn (Avn)	5-415 (C-4)	4/1/42	31	0	776	15	465	0	11640
Engr Avn Fire Fighting Platoon	5-337	5/12/43	1	0	28	33	33	0	924
Engr Utilities Det (Avn)	5-283 (Col 6)	4/21/43	2	0	50	33	66	0	1650
Engr Avn Maint Co	5-457	4/1/42	16	0	175	3	48	0	525
Engr Avn Depot Co	5-47	4/1/42	6	0	108	2	12	0	376
Airborne Engr Bn (Avn)	5-455	5/1/43	28	1	701	2	56	2	1002
Ordnance Am Co	9-17	4/1/42	6	0	180	2	12	0	360
Ordnance Maint Co AF	9-207 (C-1)	3/13/42	8	1	216	2	16	2	432
Ordnance Depot Co	9-47	6/2/43	5	1	150	2	10	2	300
Ordnance Maint Co Avn (L)	10-457 (C-1)	7/1/42	2	0	46	15	30	0	690
Ordnance Supp & Maint Company (Avn)	9-417	6/29/43	4	0	76	33	132	0	2508
AA Platoon AD Gp	10-447	7/1/42	2	0	42	15	30	0	630
AA Co Boat (Avn)	10-497	2/11/42	3	12	91	2	6	24	182
AA Truck Co (Avn)	10-517 (C-1)	7/1/42	3	0	99	48	144	0	4752
AA Co Service Gp (Avn)	10-437	7/1/42	5	0	76	10	50	0	1130
AA Co Depot Supplat (Avn)	10-477	7/1/42	3	0	84	2	6	0	168
AA Co Depot Class III (Avn)	10-487	7/1/42	2	0	50	2	4	0	60
Signal Company (Avn)	11-427 (C-1)	6/19/42	4	0	175	4	24	0	700
Signal Radio Intell Co (Avn)	11-247	6/10/43	8	0	152	2	16	0	304

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Unit	T/O		Off	WO	EM	No of Units	Off	WO	EM
Signal Company Avn	11-247	7/1/42	3	0	66	4	12	0	264
Signal Co Troop Carrier Sq	11-257	6/23/43	7	4	127	1	7	4	127
Signal Co Service Sq	11-237	3/22/43	3	0	97	16	48	0	1552
Signal Co Depot (Avn)	11-287	3/22/43	7	3	210	19	133	57	3990
Signal Constr Bn (Avn)	11-225	7/1/42	17	1	407	2	34	2	814
Signal Bn Air Support Cmd	11-317	7/19/42	21	0	577	2	42	0	1154
Signal Bn & Hq Co AAS Fighter Command	11-450-1	9/4/41	12	0	418	1	12	0	418
Radar Calibration Det	1-727	9/15/43	10	0	29	2	20	0	58
Signal AW Service			1384	289	2337	1	1384	289	2337
Med Supply Plat (Avn)	8-497	6/3/42	2	0	19	16	32	0	304
Med Dispensary (Avn)	-	-	4	0	24	29	116	0	696
Med Air Evac Transp Sq	8-247	9/15/43	31	0	91	2	62	0	182
MP Company (Avn)	19-217	7/1/42	4	0	140	15	60	0	2100
Finance at Large	-	-	139	5	306	1	139	5	306
Chaplain at Large	-	-	63	0	-	1	63	0	-
Total Personnel							2137	1434	43860

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Enclosure "A"
Organization Charts

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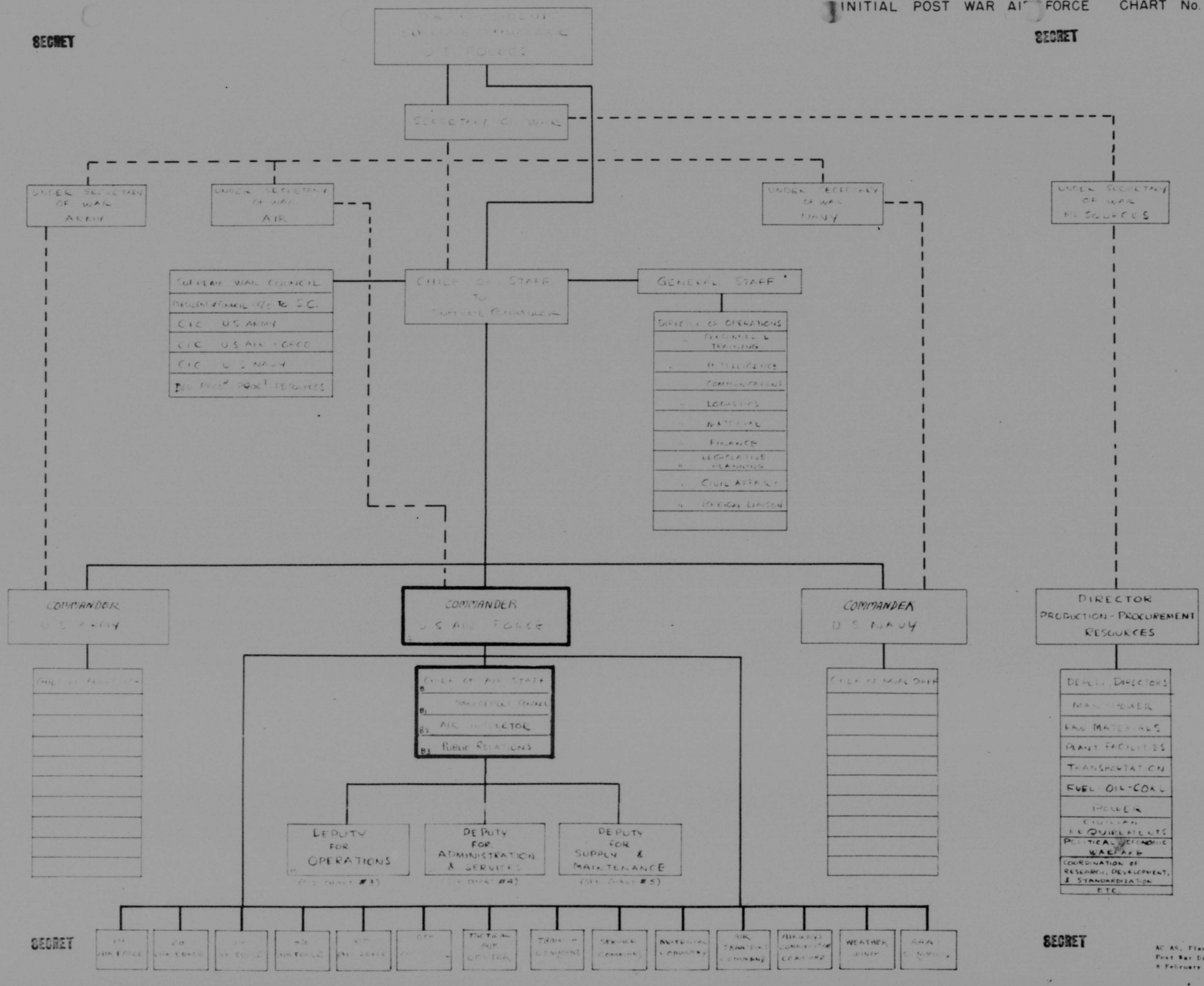

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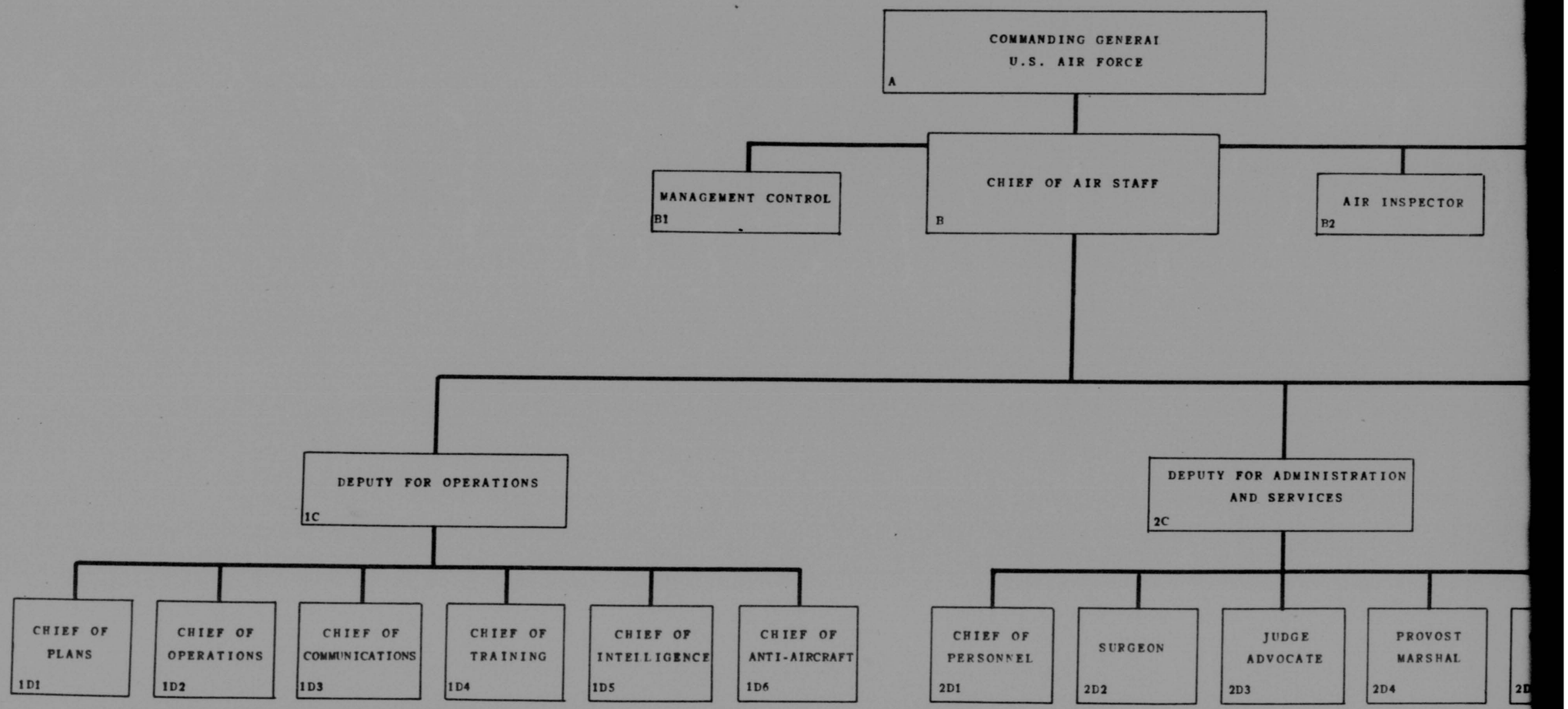

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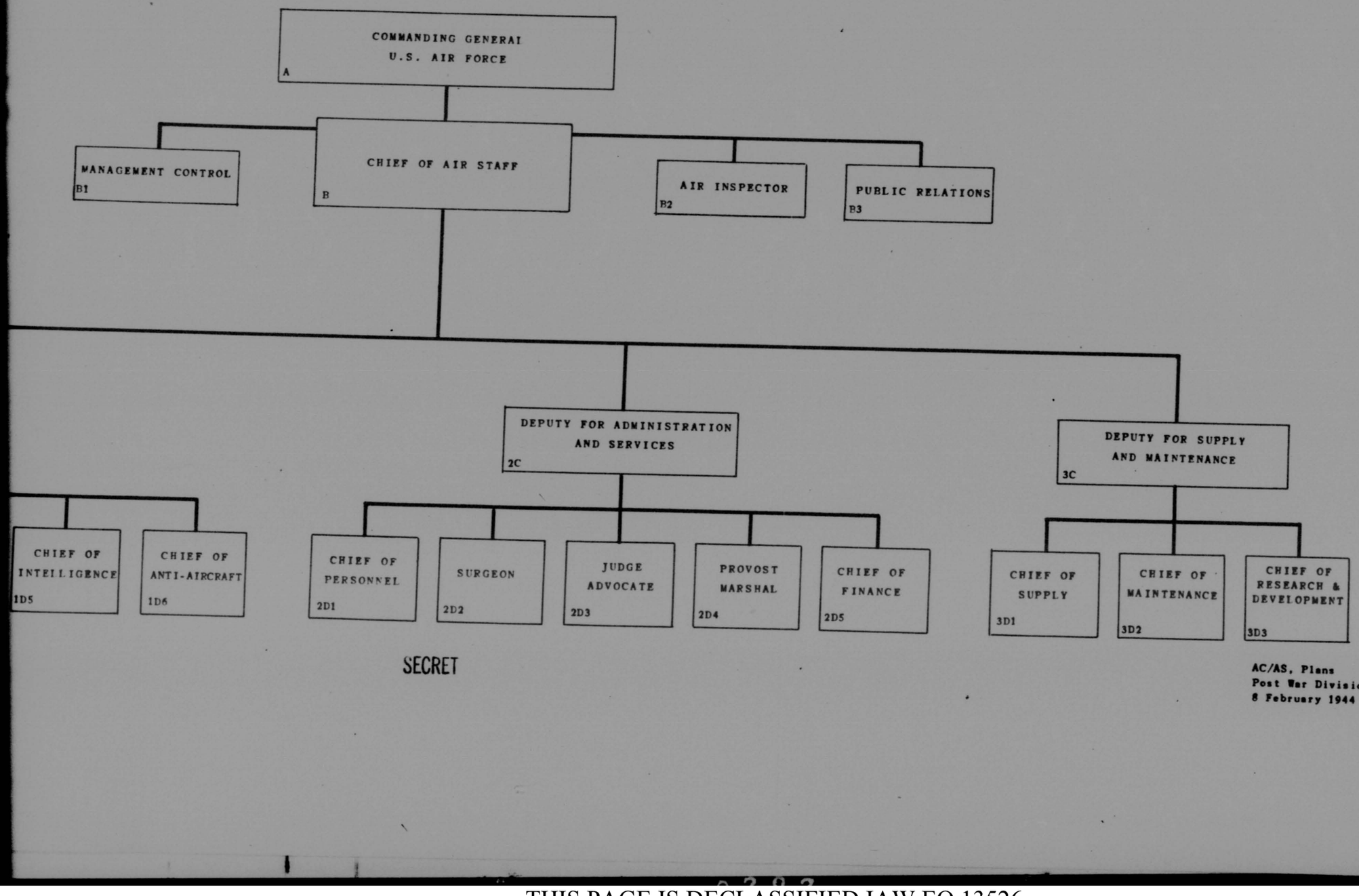

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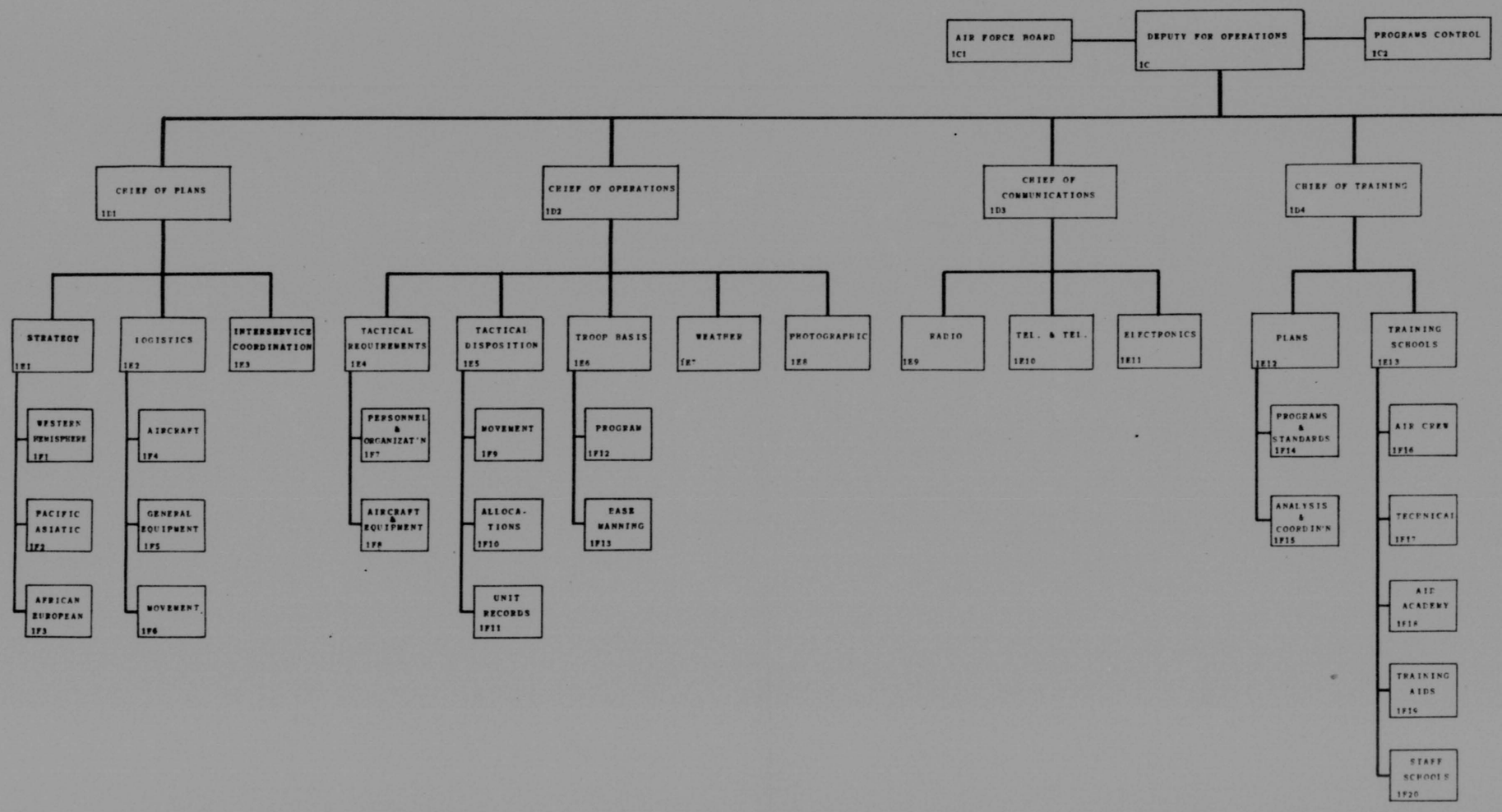

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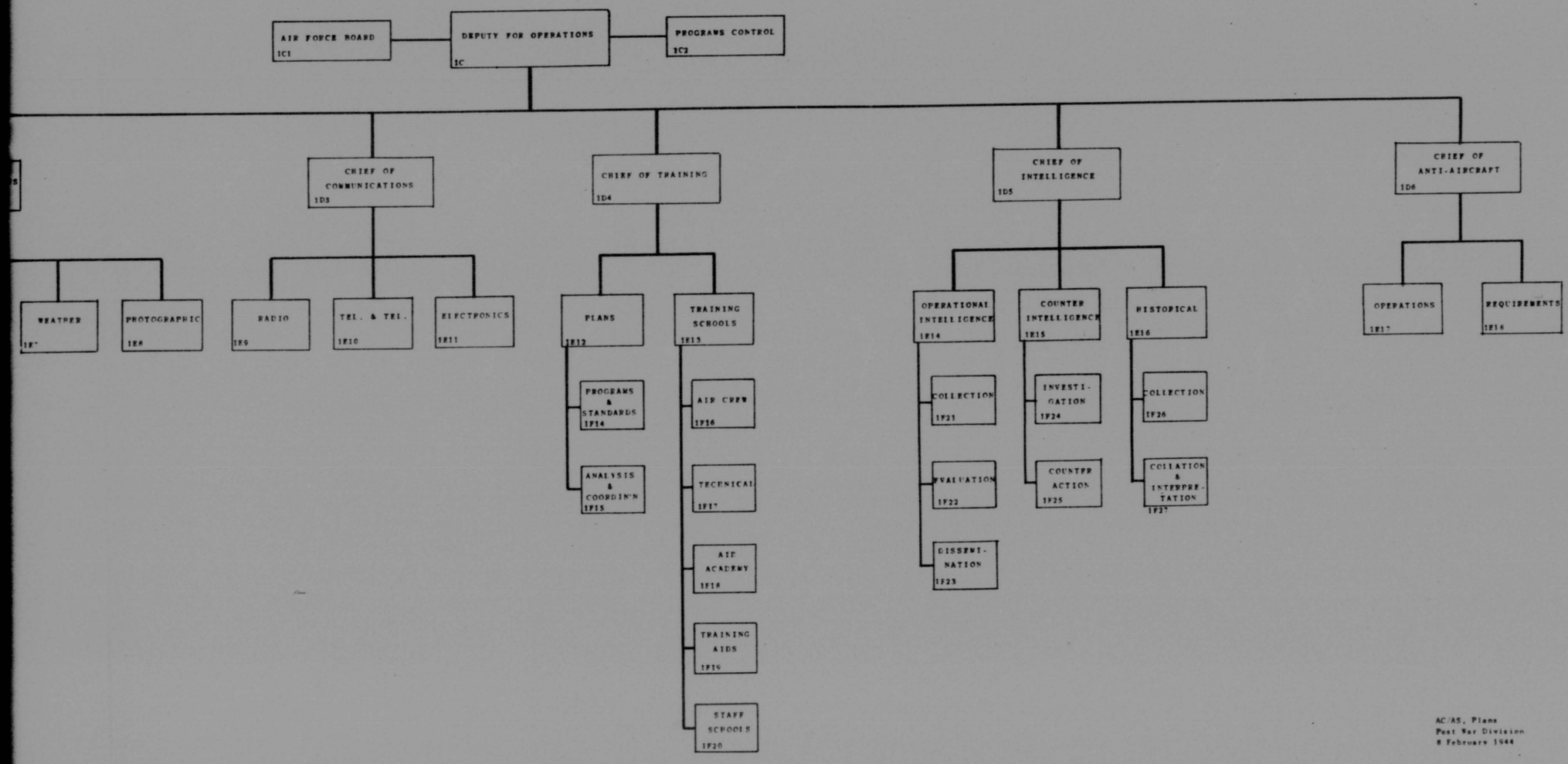

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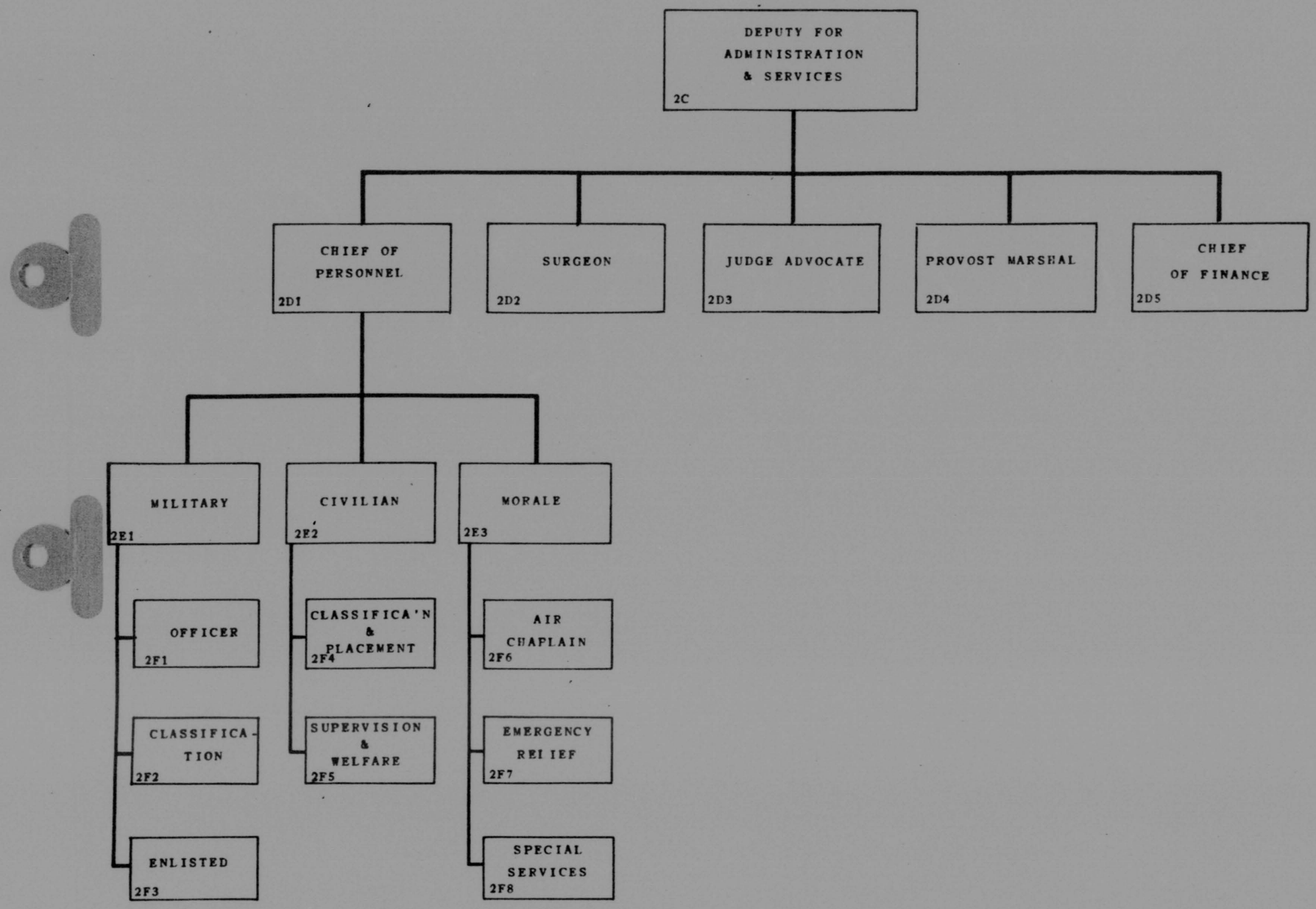

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Post War Division
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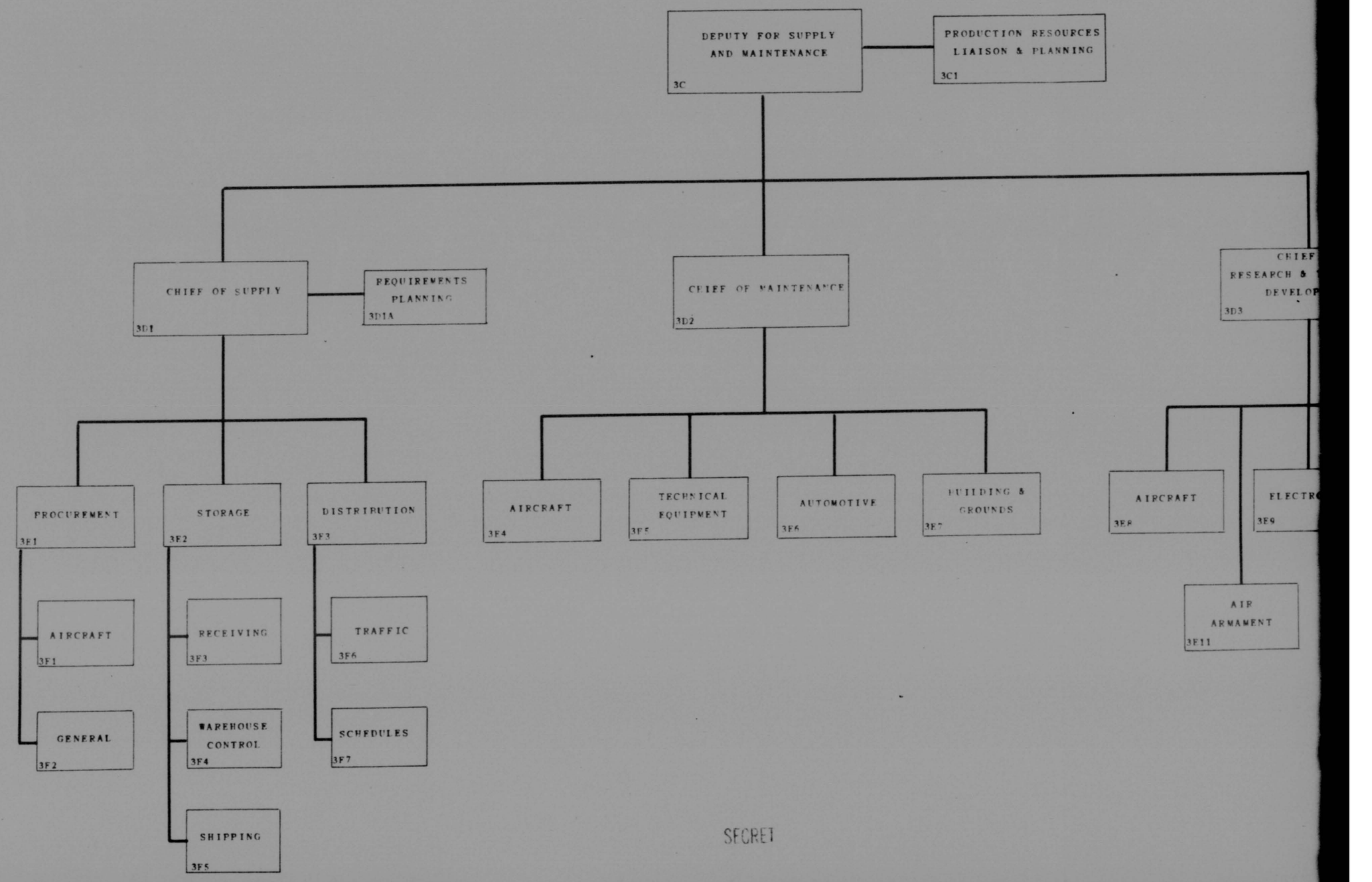

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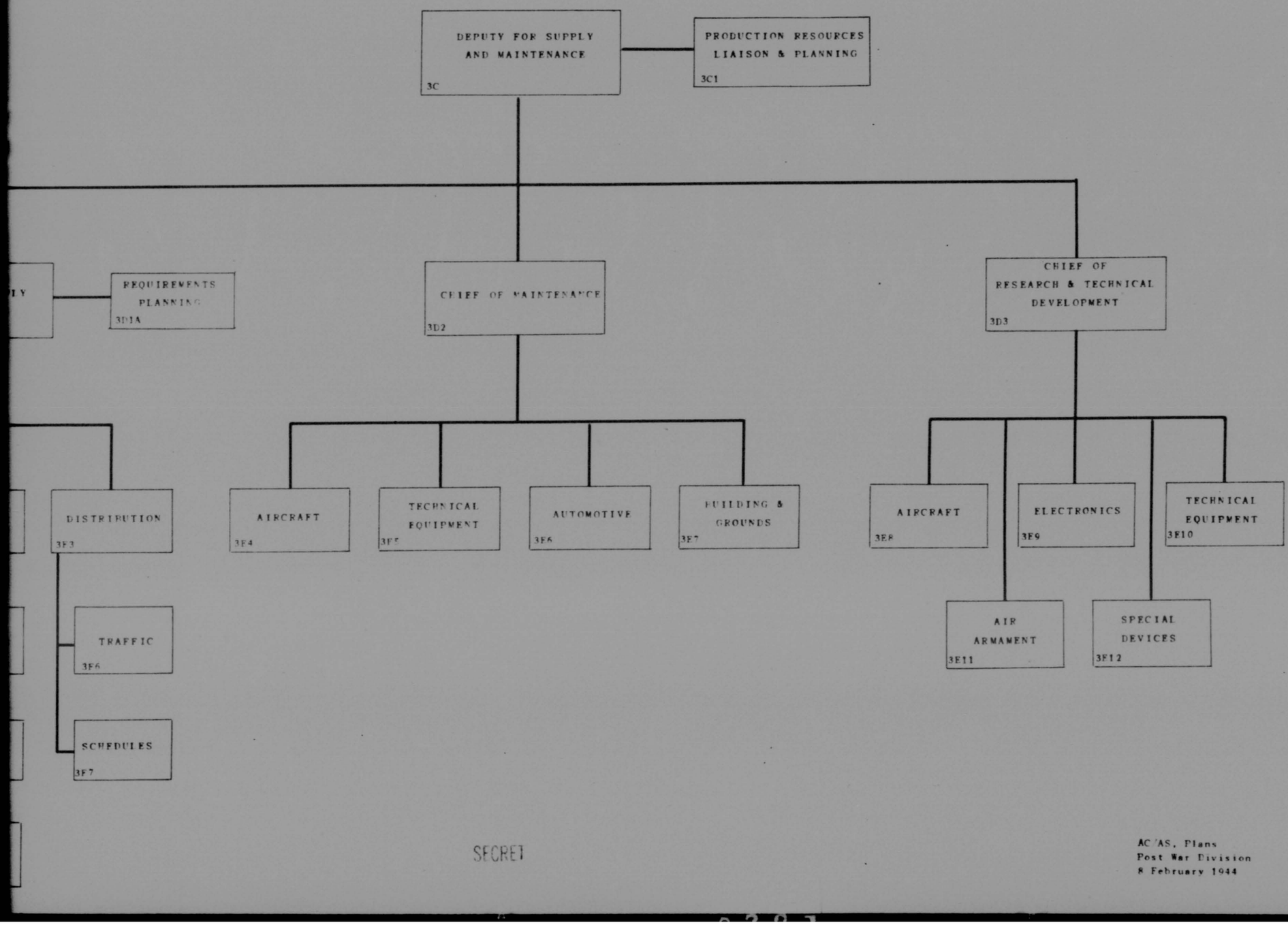

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Post War Division
8 February 1944

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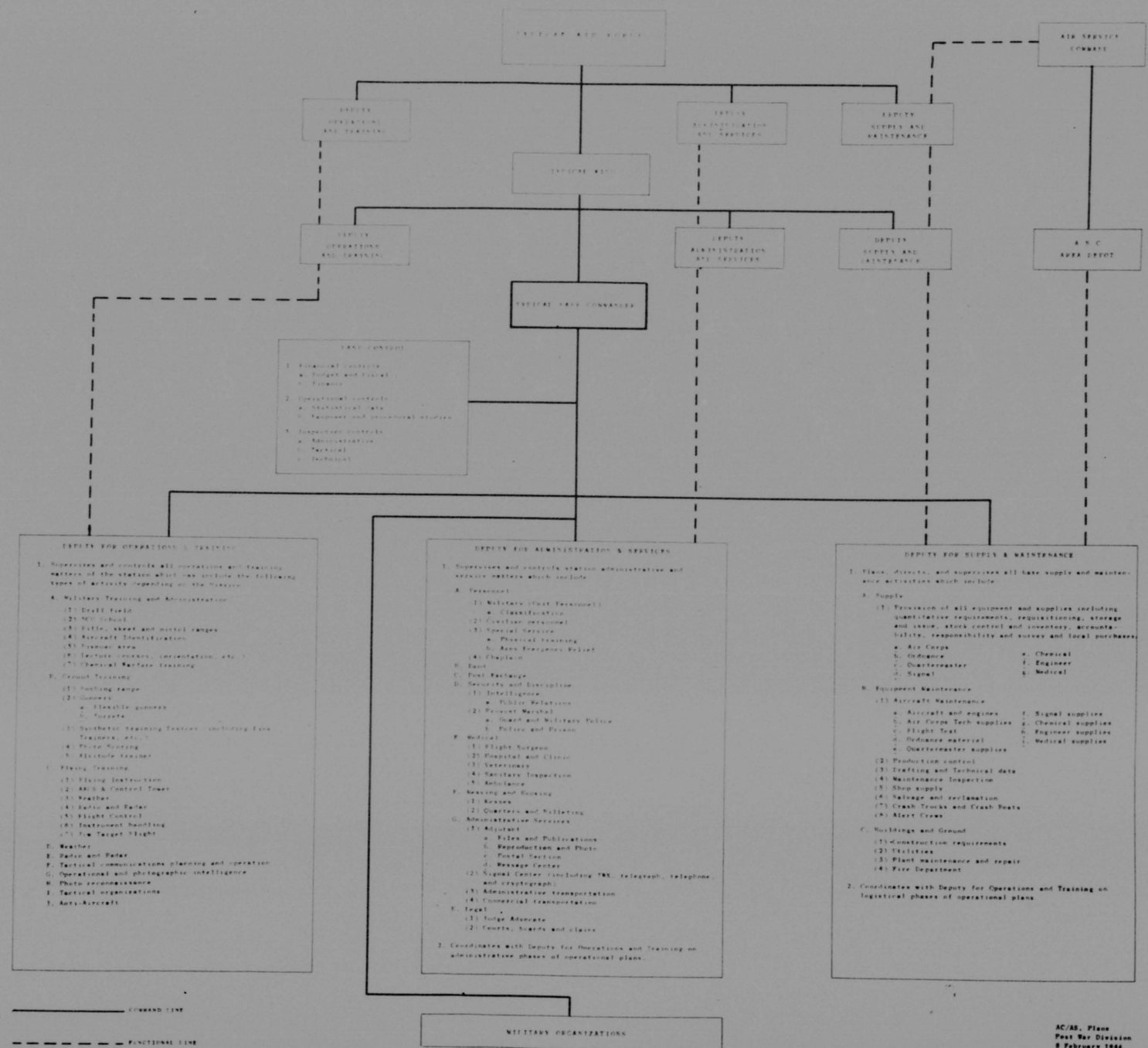
INITIAL POST WAR AIR FORCE CHART No 6

FUNCTIONAL AIR BASE ORGANIZATION



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Enclosure "B"
Tentative Troop Basis

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Enclosure "C"
Training Command

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Col. M-
21185
7/27/45
Enclosure A & B returned
by Col M- less Diplomat
Please Col Lyell with Gen
Edwards (G-3) for Obs
21185
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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 Jan 1944

SUBJECT: Initial Post War Air Force

TO: Commanding General, Army Air Forces, Washington 25, D. C.
Attn: Asst. Chief of Air Staff, Training.

1. As directed in secret letter your headquarters, AFACT-1A, 22 December 1943, subject, "Post War Air Force", and as amended by secret letter, your headquarters, 22 January 1944, same subject, the following plan is submitted for the training requirements of the proposed Post War Air Force.

2. Based upon the information given in the letters referred to in preceding paragraph and such additional assumptions as were necessary for the formulation of a complete plan as summarized in Tab "A" attached, it is estimated that the following must be trained each year:

	Air Force	Navy and Army	Total	Number in Trng. at one time
Pilot	6,147	1,229	7,376	9,420
Navigator-Bombardier-Radar	2,049	410	2,459	3,150
Non-Rated Officers	9,000	-	9,000	700
Enlisted men, Basic Training	300,000	-	300,000	75,000
Enlisted men, Technical Trng.	46,875	9,375	56,250	20,268
Officers, Technical Training	7,008	-	7,008	1,610
Enlisted Men, Flexible Gunnery	3,885	777	4,662	1,500
Air Academy	-	-	Included above	2,700
	370,964	11,791	382,755	127,940

3. The number of officers obtained from each source is estimated to be as follows:

	Rated	Non-Rated
Air Academy	965	154
ROTC Graduates	2,781	8,270
Aviation Cadet Training	4,850	0
Officer Candidate School	0	576
	8,196	9,000

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a. The Air Academy will be a two year course following two years at a Combined Services Academy for the Army, Navy and Air Forces. A graduate from the academy will be granted a Bachelor of Science Degree and will be commissioned a second lieutenant in the regular Air Forces. All graduates from the academy will be entered in pilot training. Those who fail to qualify for a rating will continue in the service as non-rated officers. Selection to the Combined Services Academy would be by competitive examination only. The present practice of political appointments to the academy should be discontinued. The Air Academy would draw approximately 1,200 students each year from the Combined Services Academy.

b. Graduates of an accredited four year college with ROTC training will be commissioned in the Air Force Reserve with the rank of second lieutenant. Those qualifying for air crew training would take this training in grade.

c. Physically qualified candidates with the equivalent of two years college education would be trained as aviation cadets and upon completion of the flight training would be appointed as flight officers in the Air Force reserve. Qualified flight officers could be commissioned as second lieutenants in the Air Force reserve after 2 years duty.

d. Candidates selected by means of a competitive examination at two year college level from enlisted men who have satisfactorily completed at least one three year enlistment would attend officers candidate school and upon graduation be commissioned second lieutenants in the Air Force reserve.

7. In order to increase the proficiency of the officers in the regular Air Force, it is proposed to conduct the following training:

	No. per year	No. in training at one time
Squadron Officers School	2,400	870
Tactical Officers School	1,100	1,100
Advanced Officers School	300	100
Technical and Specialist Schools	3,008	1,610

a. Squadron Officers School to be held at the Air Forces Tactical Center for all rated officers and those non-rated officers expected to be in command of troops. Attendance would be in the grade of first lieutenant.

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b. Tactical Officers School would be at the Air Force Tactical Center and would be attended while in the grade of captain or major. All rated personnel would attend and selected non-rated personnel equal to approximately 10 percent of the school.

c. The Advanced Officers School would be held at the Air Forces Tactical Center and would be a short refresher course in preparation for attendance at the Combined Services War College which it is expected will be established under the jurisdiction of the War Department.

d. Technical courses will be provided at the various technical schools and as post graduate courses at selected colleges. All non-rated personnel and approximately 50 percent of the rated personnel would be given this training while in the grade of first lieutenant. Additional advanced courses would be provided for officers in higher grades.

e. It is proposed that company officers schools will be operated at the stations following uniform curricula or correspondence courses prepared by the Training Command.

4. Enlisted men inducted into the Air Forces reserve will be given classification, processing, conditioning and indoctrination for 75 days with an additional 15 days allowed for clearance and shipment. Technical and specialist training will be given only upon enlistment into the regular Air Force. The training in the various MOS would be in proportion to the schedule furnished by your headquarters with the letters referred to in paragraph one above.

5. In order to maintain the Air Forces at a stabilized strength with the proper proportion of officers in each grade, provision must be made for promotion or separation from the service of sufficient officers to balance those taken into the regular Air Force each year from the Academy or the reserve. A plan has been prepared and is submitted in Tab "A", "Officer Procurement, Distribution, Promotion and Attrition", attached. It is anticipated that the law governing retirement for the armed services will be amended to compensate for forced separation from the service with less than 10 years active duty by the payment of one years base pay. Voluntary or forced separation after 10 or more years service would be compensated by a yearly retirement pay equal to 2 1/2 percent times the years of active service times the base pay at retirement, or an option of one years base pay in lieu of annual compensation. Retirement benefits for service connected disability would be continued as at present. ? wording ?

6. In order to maintain the proficiency of the officers placed in the inactive reserve for a period of 5 years, it is proposed that these

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officers will be recalled to active duty 2 weeks each year. This would require that 75 officers would be continuously in training at each of 40 Air Force stations located throughout the Continental United States. To maintain the proficiency of the estimated 30,000 rated officers, it is proposed to activate 601 Reserve Flying Training Detachments operating approximately 5,000 airplanes and requiring 601 officers and 7,400 enlisted men. An alternate plan has been prepared to maintain the proficiency of flying personnel for a period of 7 years instead of 5 which would require 100 Flying Training Detachments operating approximately 2,500 airplanes and requiring 100 officers and 2,900 enlisted men.

7. In order to accomplish the training as outlined above and as explained in detail in the attached tabs, the following stations are required:

No.	Type	Approximate Student Pop.	Permanent Party	Total Students and Perm. Party
1	Air Academy	2,300	3,116	5,416
1	Preflight School	1,500	1,770	3,270
1	Medical Center and Research Lab.	330	268	598
1	Tactical Center (3 stations)	2,030	6,456	8,486
10	Basic Training Centers	7,500	3,770	112,700
5	Technical Schools (Tot)	31,868	(Tot) 24,645	56,513
6	Primary-Basic Schools	575	2,778	20,118
2	Advanced Single-Engine	365	2,597	5,924
4	Advanced Twin-Engine	375	2,970	13,220
1	Single-Engine Operational Training	480	4,080	4,560
2	Two-Engine Operational Training	350	3,755	8,210
2	Four-Engine Operational Training	350	4,460	9,620
1 Combined)	1 Nav-Radar-Gunnery (3050)	2,100	5,793	7,893
or)	1 Bombardier	1,050	6,233	7,283
1	Flexible Gunnery	1,500	4,186	5,686
1	Negro Flying School	350	3,385	3,735
	Headquarters (AFTRC and 3 Commands)		710	710
	Reserve Training Permanent Party Personnel Requirements			8,001
				281,977

Included in total of 281,977 are permanent party personnel requirements for Training Command: 12,946 officers; 143,017 enlisted men. Warrant Officers are not included. Warrant officers required are 1/2 of 1 percent of enlisted strength. Tentative locations for the above installations have been given in Tab "G" attached. It is expected that the final stations to be used by the Training Command will be selected by a board of officers after consideration of all available stations regardless of present jurisdiction.

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TAB A

HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply refer to:

31 January 1944

INITIAL POST WAR AIR FORCE

Officer Procurement, Distribution, Promotion, and Retirement Plan

In constructing an officer procurement, distribution, promotion, and retirement schedule for the post war Air Force the following variables are present:

1. The proportion of officer personnel to be in the regulars and in the reserves.

2. For those in the reserves: (a) the number of years of active service, and (b) the question of whether they are to serve in more than one grade or only as reserve Second Lieutenants.

3. For those in the regulars:

(a) The schedule of years in grade.

(b) The course of progression from grade to grade.

(c) The amount of attrition to be forced at various levels, over and above natural loss due to death and disability.

(d) The proportion of regulars to be obtained annually from the reserves.

(e) The numbers to be derived from each potential source of officer personnel: Air Academy, ROTC, Aviation Cadets, and OCS graduates.

Certain of the variables cannot be manipulated in an arbitrary fashion and certain are interdependent. Thus 1 above (proportion in regulars and reserves) is set by the directive of 22 December 1943 from AFACT at a ratio of one to one (50% regulars; 50% reserves). Also the same directive fixes 2(a) (years of active service in the reserves) at three years. Obviously also 3(b) and 3(c) are not independent of each other; once the general course of progression from grade to grade has been settled upon, the amount of attrition to be assigned to different levels follows almost automatically. Other restrictions upon free manipulation of the variables are present; e. g., the proportions to be obtained from the several sources of officer personnel are relatively restricted by the nature of the sources.

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Starting with a total officer strength of 94,000, it is required that 47,000 be in the regular Air Force establishment and 47,000 in the reserves.

To deal with the regulars first, a schedule of years in grade must be selected which will:

(1) Accommodate the total strength of 47,000.

(2) Provide regular and orderly advancement.

(3) Permit attainment of grade commensurate with years of service and effectiveness of service.

(4) Satisfy the demands of the tactical air forces and other commands for certain minima in each grade, and

(5) Distribute the attrition in a satisfactory manner.

Since it was recognized at the outset that whatever schedule of years in grade was adopted would maximally prejudice the entire promotion plan in one direction or another, a variety of schedules was experimented with in an attempt to arrive at the most desirable base for the calculation of possible grade distributions and attrition figures. The various unsatisfactory schedules produced, together with statements concerning the consequences of their adoption, are on file in this Headquarters. They are of interest only as records of the various abortive trends of thinking that may be applied to this problem. After exclusion of these non-workable schedules the one shown in Exhibits 1, 2, and 3 was adopted. This requires a normal time in grade of 3 years for Second Lieutenants, 3 for First Lieutenants, 5 for Captains, 4 for Majors, 5 for Lieutenant Colonels, 5 for Colonels and 5 for Generals. It is to be noted, however, that a more rapid rate of promotion is possible, one year less in each grade being set as a minimum.

Using the normal promotion schedule as a base, a distribution of grades was next made, as shown in Exhibits 1, 2, and 3, attached. Several considerations led to the adoption of this apportionment:

(1) The numbers in higher grades are easily calculated from requirements and cannot deviate significantly from those adopted.

(2) The number of Second Lieutenants should be kept small since there are already 47,000 in the reserves; the basic ground rules force more than 50 percent in the grade of Second Lieutenant (for the Air Forces as a whole).

(3) The number of Captains must be kept relatively large to meet operational requirements of the Air Forces. Presumably each plane in a very heavy bombardment squadron

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would be commanded by a Captain; moreover, a considerable number in this grade are needed in the other Commands. In the early stages of planning a schedule demanding normally four years in grade for Captains and four for First Lieutenants was adopted. Whereas this apportionment of time in grade seems more generally desirable than that eventually adopted (3 years, First Lieutenant, 5 years, Captain) the latter is forced by the necessity of including a sufficient number of Captains. A careful calculation of the requirements for this grade reveals 15,000 to be an absolute minimum. There is no way of allotting four years to this grade, retaining the desired number in it, and yet adjusting the remainder of the schedule to harmonize with it.

(4) The directive of 22 January 1944, from AFACT, indicated sharp attrition at the 15-17 year levels to be desirable.

Combining of these various considerations led to the schedule, together with its curve of attrition, shown in Exhibit 1.

A brief explanation of the structure and operation of the promotion plan is given on the face of the chart. Further explanatory details are as follows: (1) The promotion plan is essentially compounded of two schedules, one operating for the first half of the career in the regulars, the other for the latter half. Attrition up to the 16-year level occurs at an accelerating rate. At this point, upon the termination of the Majority, sharp attrition occurs, 1150 annually retiring or being selected out of the service (though, as subsequently shown, this attrition may be spread over a longer period). Those remaining are subject to an essentially different schedule, one that minimizes forced attrition and retains, in a manner consistent with the avoidance of stagnation in grade, the skilled services of those who, by effective and valued service, have survived the earlier selection process. (2) Starting with an annual entrance rate of 3947, yearly admissions to grades above the rank of Second Lieutenant are as follows: First Lieutenant, 3638; Captain, 3120; Major, 1886; Lieutenant Colonel, 569; Colonel, 252; General, 63 (as shown by the figures at the bases of columns in Exhibit 1). (3) To effect relatively gentle attrition in the higher grades it has been provided that about half (252) of those completing their normal five-year terms as Lieutenant Colonels will be promoted to the grade of Colonel; the remainder will remain in grade as Lieutenant Colonels for another five-year period. Similarly, 63 of those completing their normal five-year term as Colonels are made General officers while the remaining 184 run a parallel 5-year course but as Colonels. The details of this schedule are brought out graphically in Exhibit 1 and numerically in Exhibit 2.

The exact shape of the attrition curve is capable of variation only within very narrow limits. It cannot be altered in any radical

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way and yet adhere to the schedule of years in grade. Moreover, variations in its course must necessarily be accompanied by corresponding alterations in the numbers in grade. Insofar as it was possible to plan the details of the attrition curve, the following were taken into account:

(1) Probably there should not be a severe selection from Second Lieutenant to First Lieutenant. An officer should presumably be judged by several commanding officers before being forced out of the service. Moreover, this group has just recently been subject to careful selection (into the regulars).

(2) The directive of 22 January 1944 demands severe attrition at the 15-17 year level and relatively gentle attrition from that point onward.

(3) Natural attrition due to death and disability will claim approximately 2% per annum, overall. This rate, for non-accidental death, is lower in the early years, but is augmented by accidental deaths which also are fewer in the more advanced years. The figure of 2% is a "safe" allowance at all levels.

(4) The ratio of field to company grades must be kept at a reasonable proportion. The present table (Exhibit 3) calls for 31.4% of the regulars (15.7% of the total Air Force officers) to be in field grade.

As to the manner in which the successive reductions from grade to grade are to be accomplished, it is thought that selection out of the service will occur in several ways:

(1) Self Selection. An unpredictable number, depending mainly upon general economic conditions, will wish to resign voluntarily as business opportunities present themselves.

(2) Forced Selection. A system should be devised which will provide an even, continuous flow of promotions and insure that the most competent and efficient officers are promoted. It should provide that forced attrition be distributed over the total period of years in grade rather than concentrated in the last years. At least three factors may contribute to the basis of selection out of the service:

(a) School Record. Grades and other evidences of mastery of the military profession should be considered. For example, achievement records in Squadron Officers' School or Specialist School for First Lieutenants and Tactical Officers' School for Captains and Majors may well constitute part of the criterion for determining whether an officer should be promoted or continue in the Service.

(b) Examinations. Perhaps at all levels and certainly at

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critical levels such as that midway through the promotion schedule, examinations testing competence for advancement should be utilized to effect selection of the best qualified.

(c) Efficiency record. An improved system of overall rating of officers on their performance and capabilities should be devised. Any plan adopted should incorporate certain principles which have demonstrated their usefulness in industrial efficiency rating plans. Among these are the following:

(i) The recorded rating for a man should reflect the independent judgments of several raters rather than the judgment of a single superior or that of a board whose expressed judgment may be largely influenced by a single person.

(ii) The plan should require the rater to distribute his men according to relative order of merit for promotion or continuation in service rather than to give an independent rating to each officer without considering how he compares with the other officers being rated.

(iii) Each rater should rate not only his immediate subordinates but also a sample of the men rated by each of his immediate subordinates. Such a system of interlocking ratings provides a basis for fair comparisons among men in different units. It is essential to any plan which attempts to equalize over a number of units opportunity for promotion.

The essential mechanics for a rating plan embodying these principles are available and it should not be difficult to adapt them to military needs. (See Exhibit 5)

The promotion plan outlined above must be supplemented by one, and possibly two, principles:

(1) Retirement. Present legal provisions for retirement seem adequate to care for the plan presented. Those selected out of the service above the grade of Second Lieutenant with less than 10 years' active duty would receive retirement compensation of one full year's base pay. For those separated from the service, either voluntarily or involuntarily, after 10 years of active service, compensation would be provided at the rate of 2 1/2 percent of annual base pay times the number of years of active service with, however, a maximum of 75 percent of base pay annually. An option, in the latter instance, is immediate compensation to the extent of one year's base pay at the time of separation from the service. Also, current provisions for compensation of

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disability incurred in line of duty seem adequate.

The above arrangement, or a suitable substitute for it, is a necessary adjunct to the proposed promotion plan. A second accessory principle, may be added if it appears desirable:

(2) Promotion in temporary grade. In view of the requirement that the tactical Air Forces must be essentially youthful in its make-up it may seem advantageous to establish, over and above the permanent grade schedule, a supplementary number of temporary grades. The promotion plan provides normal entrance to the grade appropriate for a squadron commander's duties at the age of 34; this grade may be entered, at the most rapid promotion rate, at age 31. Similarly, a group commander would normally be 38, though he may reach this status at 34. If, in keeping with the conception of a youthful Air Force, it is believed that it should be possible to reach squadron and group command earlier, a limited number of temporary grades, perhaps restricted to field level, could be created, as inevitably has happened in wartime in the past.

The plan shows there to be required annually an entrance rate of 3947 officers to compensate for the annual total attrition rate of 3947. Exhibit 4 shows the details of procurement of officer personnel. The four sources are:

1. Air Academy graduates. It is contemplated that by far the larger portion (about 85%) of this group will be rated. This source would supply annually 1097 Second Lieutenants, about 28% of those admitted to the regulars in any year. However, those derived from the Academy constitute about half of the regular Second Lieutenants in grade at any time. Since the entrants from this source will have been very highly selected, having completed not only the two-year Air Academy course but also the two-year general Services Academy prior to it, it is not anticipated that attrition throughout the training process should amount to more than the normal natural 2% loss. The small proportion (15%) failing to complete flying training is utilizable in administrative capacities.

2. ROTC graduates. For reserve officer personnel this is the largest single source. It also contributes approximately 40% of the annual total intake to the regular establishment. The great majority of those becoming regulars (1483/yr) are non-rated and would provide the larger source of technically trained and administrative personnel. The remainder (112/yr) are rated officers. It is to be noted that the schedule of entrance to the regulars is such that, for this class of personnel, the numbers shown in the chart must be multiplied by 2 to obtain annual rates (entrance at a semiannual rate).

3. Aviation Cadets. All officers entering the regulars from this source have been Flight Officers (2 years) and Second Lieutenants Reserve (1 year). All are rated aircrew who have been on active duty

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for three years. Since the AFACT directive of 22 January 1944 requires that Warrant Officers be obtained exclusively from enlisted men who have served 3 years or more it is impossible to procure non-rated officers from this source. The desirability of allowing Aviation Cadets who possess the requisite aptitudes and inclinations to pursue a course of technical training towards a two-year Warrant Officer appointment, paralleling the Flight Officer appointment, should be indicated, however. Such a plan would make possible utilization in the reserves and subsequent admission to the regulars of a considerable number of students having but a two-year college background. In terms of probable realities, it seems likely that 2-year college men would be procurable as officer material at least as readily as college graduates.

4. O.C.S. Graduates. To make possible obtaining officers from the ranks an Officer Candidate School has been included in the plan. It is anticipated that such a school would admit for training about 700 men annually and that all entrants would have been highly selected as potential officer material. It has further been assumed that the graduates of this school would be non-rated; enlisted men eligible for flying training would become Aviation Cadets by meeting a two-year college "equivalent" requirement through competitive examination. The O.C.S. source would supply annually to the regulars about one-third the number of technical and administrative officers obtained from non-rated R.O.T.C. graduates.

The foregoing with its accompanying exhibits has provided the main outline of the officer procurement, distribution, promotion, and retirement plan. The more significant figures involved are here summarized:

Total officers, regular		47,000
Total officers, reserve		47,000
	Total	94,000
Annual graduation from training	(rated)	8,196
Annual graduation from training	(non-rated)	9,001
	Total	17,197
Annual intake to active reserve		17,510
Annual turnover to inactive reserve		12,493
Annual intake to regulars		3,947
Annual attrition from regulars		3,947
Size of Air Academy	(about)	2,300 students
Annual withdrawal from ROTC Colleges		12,181 students
Annual withdrawal from Non-ROTC Colleges		7,080 students
Annual admission to OCS		702 E/M

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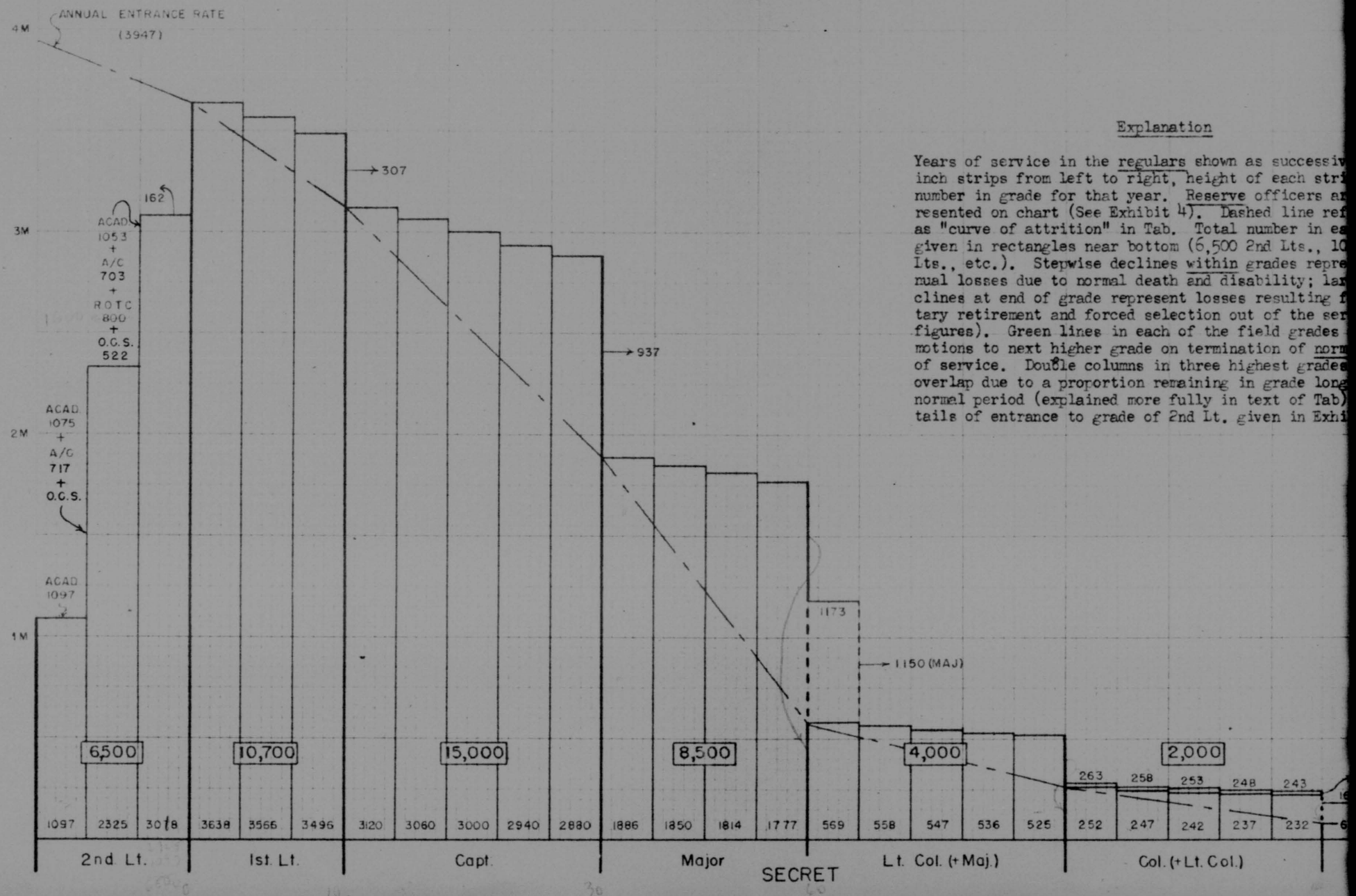
OFFICER DISTRIBUTION PROMOTION AND ATTRITION



Explanation

Years of service in the regulars shown as successiv
inch strips from left to right, height of each stri
number in grade for that year. Reserve officers ar
resented on chart (See Exhibit 4). Dashed line ref
as "curve of attrition" in Tab. Total number in ea
given in rectangles near bottom (6,500 2nd Lts., 10
Lts., etc.). Stepwise declines within grades repre
nual losses due to normal death and disability; lar
clines at end of grade represent losses resulting f
tary retirement and forced selection out of the ser
figures). Green lines in each of the field grades
motions to next higher grade on termination of norm
of service. Double columns in three highest grades
overlap due to a proportion remaining in grade long
normal period (explained more fully in text of Tab)
tails of entrance to grade of 2nd Lt. given in Exhi

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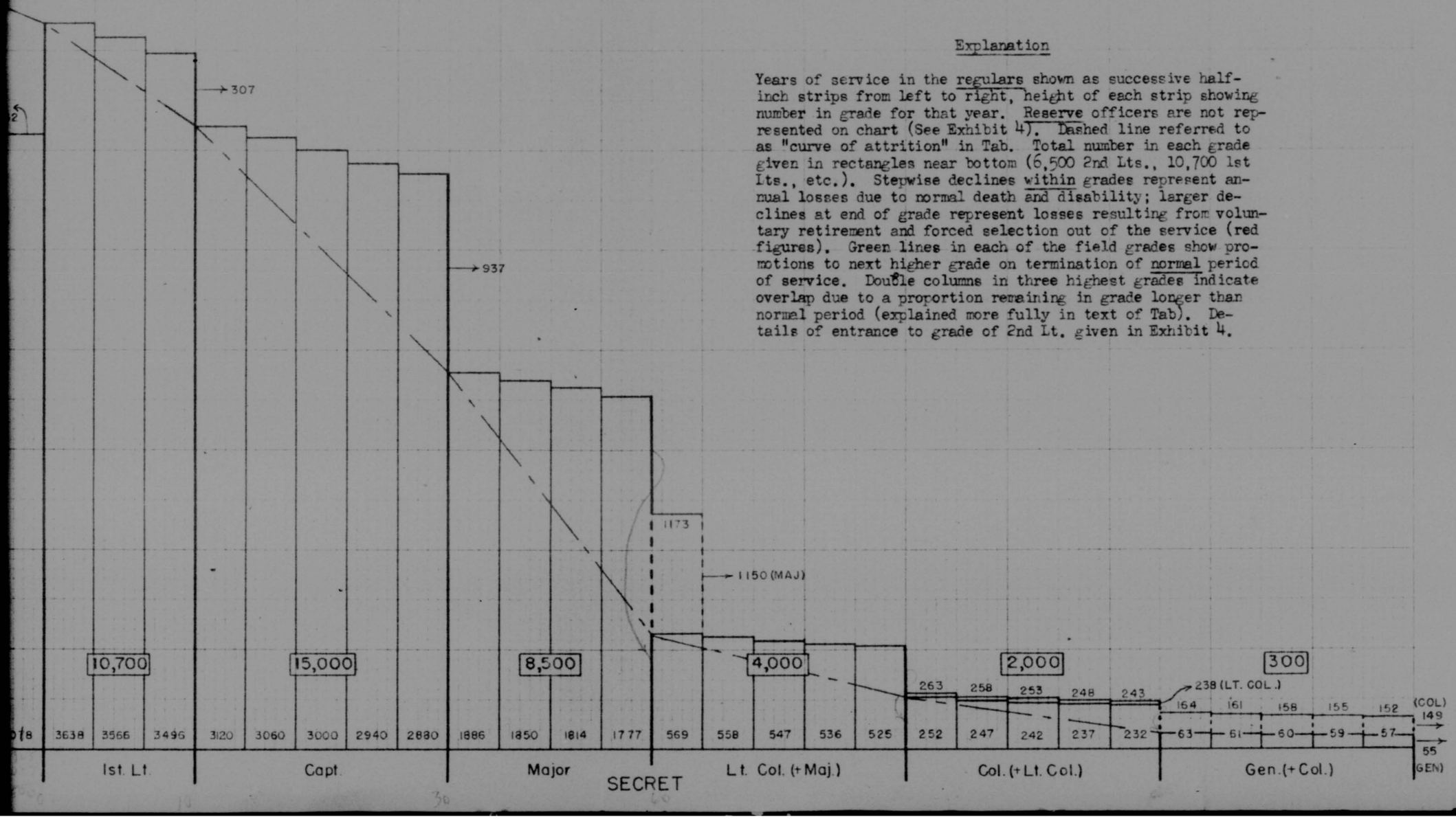
26 January 1944

OFFICER DISTRIBUTION PROMOTION AND ATTRITION

ANCE RATE

ANNUAL TOTAL ATTRITION (3947)



Explanation

Years of service in the regulars shown as successive half-inch strips from left to right, height of each strip showing number in grade for that year. Reserve officers are not represented on chart (See Exhibit 4). Dashed line referred to as "curve of attrition" in Tab. Total number in each grade given in rectangles near bottom (6,500 2nd Lts., 10,700 1st Lts., etc.). Stepwise declines within grades represent annual losses due to normal death and disability; larger declines at end of grade represent losses resulting from voluntary retirement and forced selection out of the service (red figures). Green lines in each of the field grades show promotions to next higher grade on termination of normal period of service. Double columns in three highest grades indicate overlap due to a proportion remaining in grade longer than normal period (explained more fully in text of Tab). Details of entrance to grade of 2nd Lt. given in Exhibit 4.

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Exhibit 3

26 Jan 44

Exhibit 3

	Normal Yrs. in Grade	Min. Yrs. in Grade	Max. Yrs. Service for Grade	Normal Age on Entering Grade	Number in Grade	% in Grade	Promote Each Year	Natural Attrition	Forced Attrition (end of term)	Total Attrition	Attrition % of Grade
a.	5	-	-	48	300	.3	-	8	55	63	21.0
Col.	5	-	30	43	2000	2.1	63	40	149	189	9.5
Lt. Col.	5	4	25	38	4000	4.2	252	79	238	317	7.9
Major	4	3	16	34	8500	9.1	569	167	1150	1317	15.5
Capt.	5	4	11	29	15000	16.0	1886	297	937	1234	8.2
1st Lt.	3	2	6	26	10700	11.4	3120	211	307	518	4.8
2nd Lt.	3	2	3	23	6500	6.9	3638	147	162	309	4.7
Totals					47,000	50.0		949	2998	3947	(8.4 Av.)
							3947 entrance rate				
2nd Lt. Res.	(3)	3	3	-	47,000	50.0	2841	922	12,493	-	-
Totals					94,000	100.0			To Inactive Reserve		

Yearly intake to Reserve = 17,510

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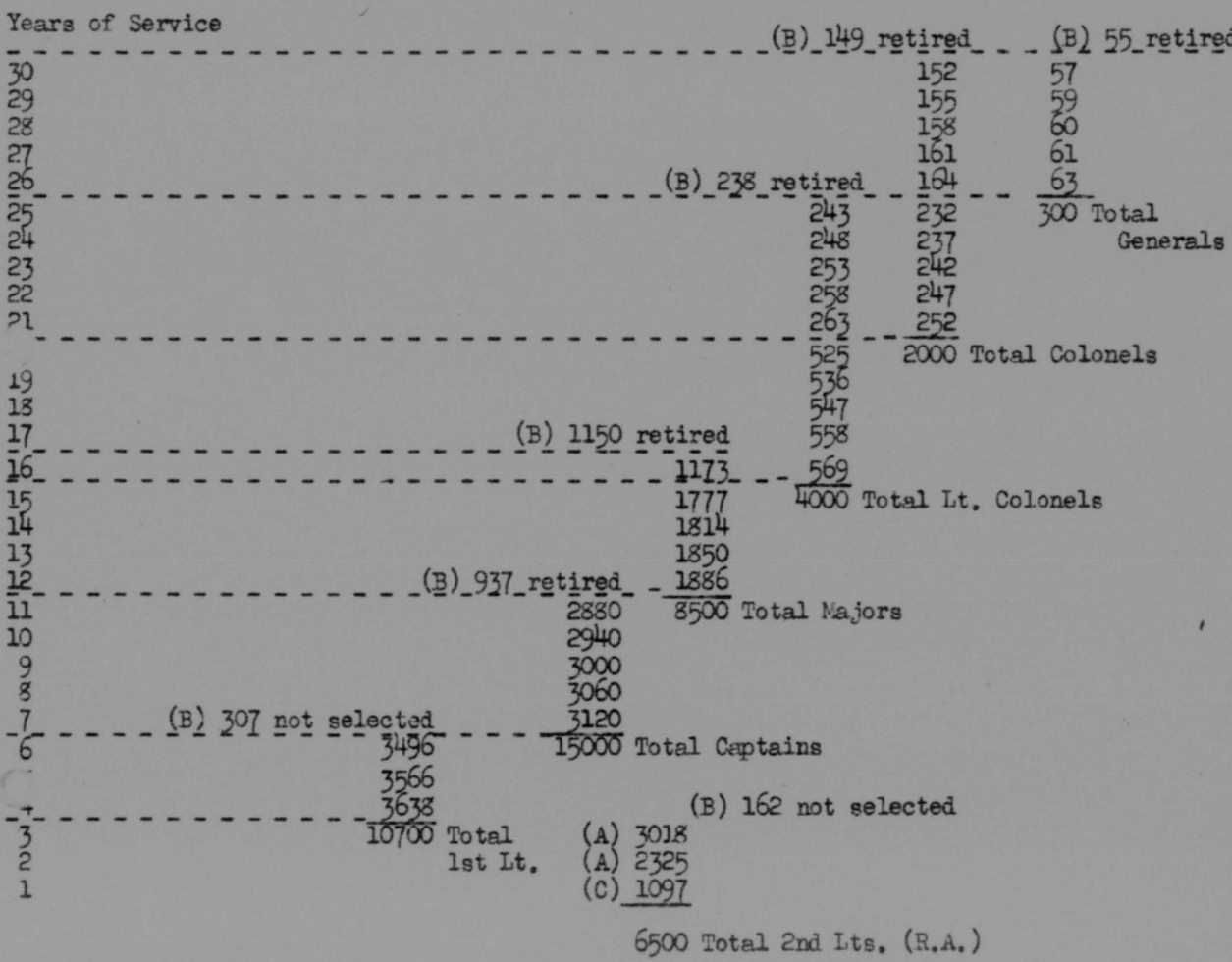
Exhibit 2

26 Jan 44

FLOW CHART FOR OFFICERS
Number in Grade and Attrition



(A) See Exhibit 4 for details of entrance to regulars from reserve.

(B) Forced attrition.

(C) From Air Academy.

Entrance per year to R.A. = 3947 (A) + (C)

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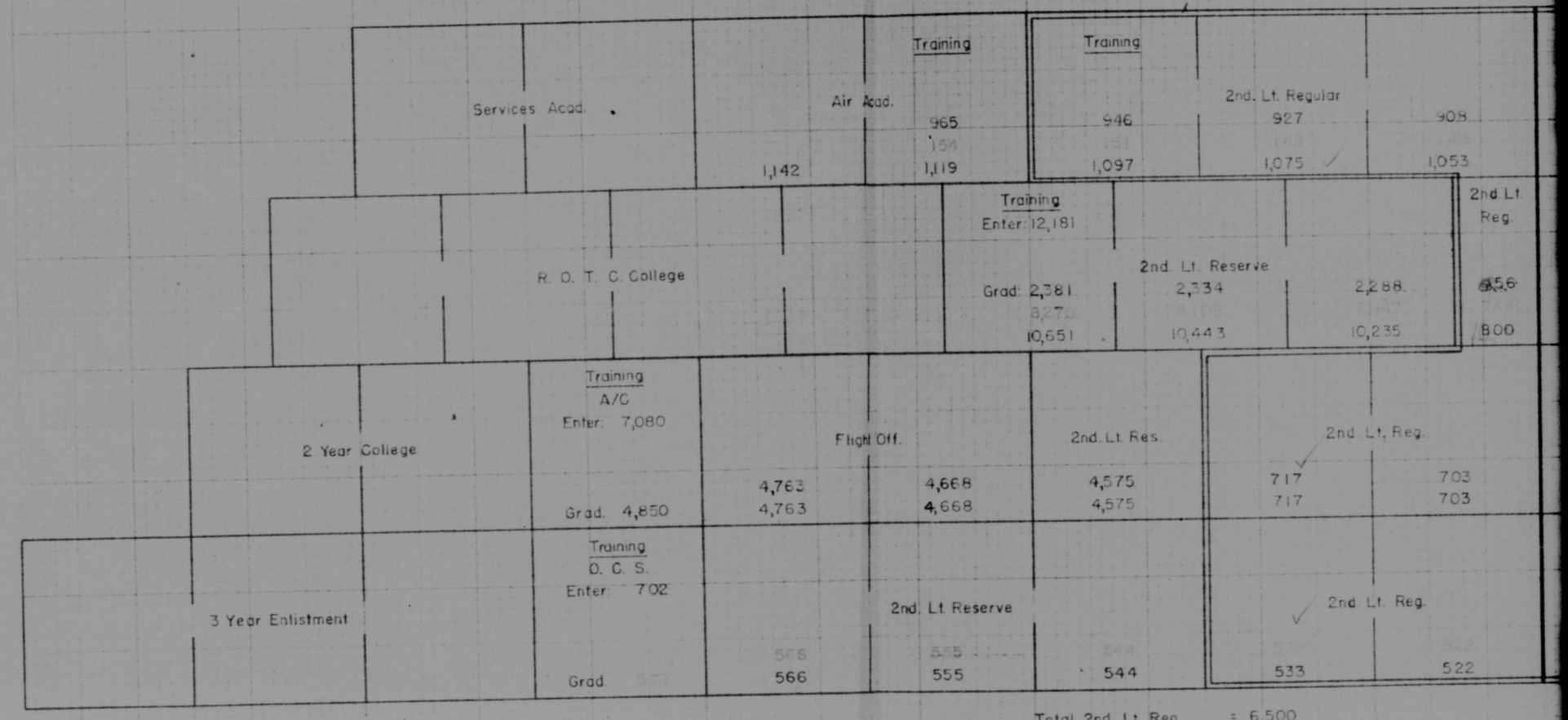
SCHEDULE OF ENTRANCE TO REGULARS AND ANNUAL TRAINING LOAD



Total 2nd. Lt. Reg. = 6,500
Enter Regulars Annually = 3,947
Enter Reserves Annually = 17,510

Training Load(Rated)				Training Load(Non-Rated)			
Enter			Grad.	Enter:			Grad.
985	-	Acad.	- 965	157	-	Acad.	- 154
3,476	-	ROTC	- 2,381	8,705	-	ROTC	- 8,270
7,080	-	A/C	- 4,850	0	-	A/C	- 0
0	-	OCS	- 0	702	-	OCS	- 577
11,541		TOTAL	8,196	9,564		TOTAL	9,001

IN			TO
Active Reserve			Inactive Reserve
31,329	—	ROTC	— 8,635
14,006	—	A/C	— 3,858
1,665	—	OCS	— 0
47,000		TOTAL	12,493

—— Rated
—— Non-Rated

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SCHEDULE OF ENTRANCE TO REGULARS AND ANNUAL TRAINING LOAD

Enter First Year 1st. Lt.

Services Acad. — Training — **Air Acad.** — Training — **2nd. Lt. Regular**

965 — 946 — 927 — 908 — 900
154 — 151 — 148 — 145 — 132
1,142 — 1,119 — 1,097 — 1,075 ✓ — 1,053 — 1,032

R. O. T. C. College — Training Enter: 12,181 — **2nd. Lt. Reserve** — 2nd Lt. Reg.

Grad: 2,381 — 2,334 — 2,288 — 456 — 110 ✓
8,270 — 8,109 — 7,947 — 344 — 1,458
10,651 — 10,443 — 10,235 — 800 — 1,568

2 Year College — Training A/C Enter: 7,080 — **Flight Off.** — **2nd. Lt. Res.** — **2nd. Lt. Reg.**

4,763 — 4,668 — 4,575 — 717 ✓ — 703 — 689
Grad. 4,850 — 4,763 — 4,668 — 4,575 — 717 — 703 — 689

3 Year Enlistment — Training O. C. S. Enter: 702 — **2nd. Lt. Reserve** — **2nd. Lt. Reg.**

566 — 555 — 544 — 533 — 522 — 511
Grad. 577 — 566 — 555 — 544 — 533 — 522 — 511

Total 2nd. Lt. Reg. = 6,500
Enter Regulars Annually = 3,947
Enter Reserves Annually = 17,510

1,699
2,101
3,800 (1st. Lt.)

Training Load (Rated)			Training Load (Non-Rated)		
Enter		Grad.	Enter:		Grad.
985	Acad	965	157	Acad.	154
3,476	ROTC	2,381	8,705	ROTC	8,270
7,080	A/C	4,850	0	A/C	0
0	OCS	0	702	OCS	577
11,541	TOTAL	8,196	9,564	TOTAL	9,001

IN Active Reserve		TO Inactive Reserve
31,329	ROTC	8,635
14,006	A/C	3,858
1,665	OCS	0
47,000	TOTAL	12,493

—— Rated
—— Non-Rated

AFTRC
29 January 1944

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EXHIBIT 5

PROPOSED SUBSTITUTE FOR PRESENT EFFICIENCY REPORT

The Six-Factor Rating System attached hereto for assessing the performance and capabilities of officers has been developed with the following fundamental principles in mind:

(1) Any efficiency rating should reflect the independent judgment of several raters rather than the judgment of a single superior officer.
(2) The associated plan should require the rater to distribute his men according to relative order of merit rather than give independent ratings without comparative accuracy.
(3) Each rater should rate not only his immediate subordinates but also a sample of the men rated by each of his immediate subordinates.
(4) Any rating system must be simple enough to be understood by those rated; otherwise it does not motivate.
(5) Any comprehensive rating system must be susceptible to statistical mathematics; otherwise predictions essential to organizational planning cannot be accurate.
(6) Efficiency of an Army Air Forces officer can be considered as constituted by six elemental factors, several of which involve sub-factors. The over-all efficiency rating should be the average of all six factor ratings, each rating being made on the basis of 100% as perfect score.

The six elemental rating factors can be defined as follows:

(1) AAF Professional Knowledge Factor: measurement of clearness of correct mental grasp of AAF organization, administrative methods, channels of supply, and tactical missions of various component units.
(2) AAF Specialized Knowledge Factor: measurement of systematic practical knowledge of any or all of three AAF specializations associated with commissioned ratings. Average of sub-factor ratings will constitute factor rating.
(3) Sense of Responsibility Factor: appraisal of capacity to conscientiously use all means to accomplish duties.
(4) Leadership Factor: estimate of capacity to direct, control and influence others in definite lines of action and still maintain high morale.
(5) Military Bearing Factor: evaluation of dignity of military demeanor, neatness and smartness of appearance
(6) Military Utility Factor: appraisal of general utility to the Army Air Forces in consideration of primary and secondary duties and based on characteristics such as initiative, decisiveness, common sense, enthusiasm, loyalty, energy, tact, force and aggressiveness.

The first two elemental factors would be based upon results of annual examinations. The latter (AAF Specialized Knowledge Factor) assumes that specialization ratings will include bombardier, navigator, engineering officer, weather officer, communications officer, chaplain, surgeon, inspector, technical instructor, flight instructor and administrative officer as well as the several categories of pilots.

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

IPWAF

Air Crew Training

1. The planning of the training establishment for flying officer personnel of the Post War Air Forces is based on the three separate sources;

a. Air Academy

(1) It is contemplated that there will be a combined Services Academy for the Army, Navy, and Air Forces. Appointees for entrance into the Naval Academy, the Military Academy, and the Air Academy, will pursue a two-year academic course of instruction at the Services Academy. Entrance to the Academy will be by competitive examination. This Academy will, in addition to giving basic college subjects, also give a short indoctrination course in the functions of the various services. It is contemplated that during this two-year period approximately fifteen hours of flying instruction will be given to all students. Those who are to attend the Air Academy will have as a qualifying provision that they have successfully soloed during the flight instruction, that they possess the necessary physical and classification standards. Selection to the various academies will also be based on desire insofar as possible.

(2) The course of instruction at the Air Academy will be of two-years' duration. Its primary objective will be to round out the previous two-years' instruction at the Services Academy in such a way as to entitle its graduates to the equivalent of a BS Degree upon graduation from the Air Academy. The course of instruction at the Air Academy will include approximately 100 hours of aircrew training. It is contemplated that this aircrew training will be devoted primarily to navigation and bombardment. It is tentatively planned that the bombardier and gunnery work will be done away from the Air Academy and will be in the nature of field duties. It is planned that all Air Academy graduates will be utilized 100%. Those not qualifying as pilots, bombardiers, or navigators will be utilized in administrative positions. Upon graduation from the Air Academy all personnel will enter into the regularly prescribed course of flying instruction. Also, all personnel successfully graduating from the Air Academy will be appointed 2nd Lts in the Regular Air Forces.

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(3) The Air Academy must be of sufficient size to accommodate a population of approximately 2500 students. The Academy will be so selected as to have outstanding flying facilities. Randolph Field has been selected as a tentative location. However, it is felt that the Air Academy should be especially designed and built to more adequately accommodate the academic curriculum. Colorado Springs is considered a desirable location for the permanent academy. When this one has been built, Randolph will revert to a primary-basic school.

b. The second source of flying officer personnel is that of the ROTC colleges. It is contemplated that a reserve officer training course for the Air Forces will be established at all ROTC colleges. This course will be sufficiently comprehensive to preclude the necessity for any personnel from this source having to pursue preflight training. Upon graduation from an ROTC college, officers will be appointed 2nd Lts of the Air Reserve. Those who elect to undergo flying instruction will enter the prescribed course of instruction with the status of 2nd Lt, Air Reserve.

c. The 3rd source for flying officer personnel is the aviation cadet who has had a minimum of two-years' college training. This personnel will be given a combined ten-weeks' classification and preflight course prior to entering the regular course of instruction. Upon successful completion of the course of flying instruction, this personnel will be commissioned flight officers.

2. Pilot Training:

a. The course of flying instruction for pilots will consist of 20 weeks of primary and basic flying instruction, 15 weeks at an advanced flying school, and 15 weeks of operational training. Classes will be entered each 5 weeks with a total of 10 classes graduating each year.

(1) Primary-basic course of instruction will point toward producing a pilot who is completely qualified in all of the fundamentals of flying, both instrument and visual.

(2) The advanced phase will qualify the student to fly the equivalent of the AT-24 in the twin-engine schools and the AT-6 in the advanced single-engine schools. These courses will be confined to the fundamentals of navigation, practical application of instruments, and elementary tactical formations.

(3) The operational training schools will be designed to teach the student to fly tactical equipment such as the B-24 in the four-engine schools, the B-25 and B-26 in the twin-engine schools and fighter aircraft of the P-40, P-47, P-51, and P-38 types in the fighter operational training schools. These courses will be designed to include high altitude formation, intensive gunnery instruction, and

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will be conducted on tactical type aircraft. It is planned that all fighter pilots will be transitioned on the equivalent of the P-38 in addition to the single-engine fighter, i.e., all fighter pilots will be also qualified as twin-engine fighter pilots. The formations stressed at these schools will be that which are regularly employed in the tactical units.

b. It is estimated that the total number of pilots to be graduated annually for the Air Forces is 6,147. In addition, 1/5th of this number or approximately 1,230 must be trained for the Navy, making the total annual pilot production approximately 7,377. The program of instruction is based on classes entering each five weeks with a total of 10 classes graduating annually.

c. The requirements of the 105 Group Program dictate that, of the 6,147 pilots, 26.10% must be trained as fighters, 36.55% as medium bombardment pilots, and 37.35% as heavy bombardment pilots (7.15% four-engine and 30.20% B-29). Navy requirements were assumed to be 20% of those for the Air Forces with 32.5% trained as twin-engine graduates and 67.5% as single-engine graduates.

d. Facilities Required: Assuming an elimination rate of 68% approximately 10,500 trainees will be required annually. For planning purposes, this elimination will take place during the primary-basic phase. Under this assumption, the following facilities will be required:

(1) Preflight: San Antonio Aviation Cadet Center.

(2) Primary-Basic:

Classes under instruction:	1050
	882
	738
	738
Total Population	3408

or: 6 schools of 575 capacity required.

(3) Advanced-Single-engine: Three classes of 243 each under instruction, or total population of 729 or: 2 schools of 365 capacity required.

(4) Advanced Twin-engine: Three classes of 495 each under instruction, total population of 1485 or: 4 schools of 375 capacity required.

(5) Upon the graduation of each class from the advanced flying schools, 123 graduates will be commissioned in the Navy

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(83 single-engine and 40 twin-engine) and will receive further training at Navy specialized schools: 160 single-engine and 455 twin-engine graduates will be retained in the Air Forces and receive further training at the transition schools.

(6) Fighter Operational Training: Three classes of 160 each under instruction at one time or a total population of 480. Or: one school of 480 capacity required.

(7) Medium Bombardment Operational Training: Three classes of 225 each under instruction at one time or a total population of 675. Or: two schools of 350 capacity required.

(8) Heavy Bombardment Operational Training: Three classes of 230 under instruction or total population of 690. Or: two schools of 350 capacity required.

(9) It is not contemplated that any training on B-29 type equipment will be given in the training establishment.

(10) Facilities of Tuskegee, Alabama will be retained to provide for the training of negro air crew members.

(11) It is estimated that the Training Command will have yearly turnover of approximately 800 pilots. This will require a Central Instructors School capable of training 80 instructors each five weeks. It is planned to conduct this training at Maxwell Field since the various types of aircraft required for the Central Instructors School will also be available for students at the air college. Also, instructing methods can be closely coordinated with the latest tactical methods.

3. Non-Pilot Training:

a. Bombardier-Navigator: Training requirements for bombardier-navigators were determined by a comparison of the number of Pilot to Non-Pilot Aircrew officers in the category of navigator, bombardier, and observer in the Air Forces Table ofOrganization with a resultant ratio of 1 navigator-bombardier-observer to 3 pilots.

(1) Trained bombardier-navigator requirements were then determined to be 2459 per year exclusive of the Air Academy graduates. This number includes a 20% increase of basic requirements for Naval aviation.

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(2) Radar navigation and radar bombing together with flexible gunnery are included in the training. Estimated overall elimination rate of 30% was assumed.

(3) This training may be accomplished at two installations; one for navigation and flexible gunnery training, including sub-base gunnery training, one for bombardier training.

(4) The period of navigator-bombardier-gunner training, exclusive of preflight, will be 45 weeks, estimated as follows:

(a)	Navigation Training -	25 weeks
	Flexible Gunnery Training -	5 weeks
	Total	30 weeks
(b)	Bombardier Training -	15 weeks

(5) Flexible Gunnery and Navigation Training will require a student population of approximately 2100, 6 classes of 350 each in training, with classes entering every 5 weeks. Period of training will be 30 weeks.

(6) Bombardier Training will require a student population of 1050, 3 classes of 350 each in training, with classes every 5 weeks. Period of training will be 15 weeks. Radar training to be concurrent with specialty.

(7) Although full navigator-bombardier-observer requirements are provided for in this school, all graduates of the Air Academy will have received training as bombardier-navigator-gunners. Of these graduates, it is estimated that 400 per year, not qualified as pilot, will be qualified as bombardier-navigator-gunner.

b. Flexible Gunnery (Enlisted); Requirements for flexible gunnery training of enlisted gunners were determined from the Air Forces Tables of Organization.

(1) It was assumed that only regular personnel would be trained as flexible gunners and that a complete turnover would occur every three years, resulting in a trained gunner requirement of 4800 per year. This number includes a 20% increase over basic requirements for Naval aviation.

(2) An elimination rate of 20% was assumed.

(3) This training may be accomplished at one installation

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with a population of 1200, with two classes of 600 each in training, entering each five weeks.

(a) Period of training will be ten weeks.

(b) Enlisted flexible gunnery school will be separate and distinct from flexible gunnery training given bombardiers and navigators.

c. Non-Pilot Instructor Training: It is planned to combine the Instructors School for navigation, bombardiering, and flexible gunnery and to locate this school at the Navigation-Flexible Gunnery School.

(1) Bombardier-navigator instructor requirements will necessitate a population of 60 with two classes in training, entrance every 5 weeks. Period of training will be 10 weeks.

(2) Flexible Gunnery Instructor (EM) requirements will necessitate a population of 30 entering at five-week intervals for a 5 week period of training.

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

IPWAF

BASIC, ADMINISTRATIVE AND TECHNICAL TRAINING

TAB C

1. The following report is submitted as the recommendation of the committee for Technical Training, Post War Planning Board, for that portion of the Post War Plan as pertains to Basic, Administrative and Technical Training.

a. General Assumptions and Ground Rules.

(1) Training in technical schools and special courses will be given regular officers of the Air Forces and three year enlistees only; Reserve Officers and apprentices who serve for less than three years will receive basic and on-the-job training only. It is believed that assignment to organizations before selection for advanced training is desirable for the following reasons:

(a) Both officers and enlisted men will have a much better background for advanced training after experience on the job.

(b) Individuals will have an opportunity for specialization and will have a better picture of the relationship between various phases of the many specialties.

(c) Commanders will have an opportunity to select individuals whose aptitude and efficiency warrant further training and to properly classify them.

(2) Reenlistments in the regular Air Forces will approximate 25% necessitating 75% replacements each 3 years. This assumption is based upon a study of records on percentage of reenlistments during peace-time; it is believed that the assumption in secret letter, subject: "Post War Air Force", Hq. AAF, 22 January 44, to the effect that the average length of service for the professional soldier will be 12 years, is too high for planning purposes.

(3) It was given in the initial ground rules that of the total enlisted personnel, 50% would be in the regular Air Forces; it is further assumed that 50% of these regular air force troops will require technical training.

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(4) Basic training, including time for conditioning and processing requires 75 days; allowing 15 additional days for non-duty days and time for shipment after training, an allowance of 90 days in BTC's is provided.

(5) Apprentice training will consist of reception, processing, basic training as a soldier, classification and assignment of enlistees and inductees; no attempt will be made to give technical or specialist training at this stage of service for reasons outlined in 1a (1) above, therefore the assumption of an average period of apprentice training of 6 months ("Post War Air Force", Hq. AAF 22 Jan 44 to CG AAFTC) is not considered in proportion to the average apprentice's total period of service.

(6) It is assumed that 20% of all Air Force Officers should be technically trained in order to provide experienced direction and supervision for all specialties; it is further assumed that after having been trained in one specialty an officer can be expected to serve 6 years in that specialty before being replaced. After selection on the basis outlined in 1a(1) above, and completion of technical training, an officer serving 6 additional years could be expected to be a ranking Captain ready for advancement to command responsibility, further training or selection out of the service. Less than 6 years service in a specialty requiring 6 months to 9 months training cannot be considered efficient assignment.

(7) WAC personnel would replace regular military personnel as far as training plans are concerned and, therefore, special provisions for technical training are not required.

(8) An Officers Candidate School will be established to provide a supplementary source of non-rated officers. Selected enlisted men with three or more years service and Aviation Cadet eliminees who meet specified qualifications will be given a one-year course for indoctrination and training as officers.

(9) The Army, Navy and AF Commands will require A.F. training facilities for enlisted personnel of approximately 20% of the entire Air Force requirements.

(10) That the average annual replacement of enlisted men in the Air Force will approximate 300,000 is accepted as a working basis (Secret letter, "Post War Air Force", Hq. AAF to CG AAFTC 22 January 44 and inclosure).

(11) This study is based upon 100% military personnel; where employment of civilians is contemplated, allowance can be made accordingly on personnel strengths shown in this plan.

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b. Technical Training

(1) Officers: (See Exhibit 1)

(a) Based upon assumptions in 1a(1) and 1a(6) above, the requirements for officers training will be as follows:

94,000 total officers in Air Force
18,800 trained each 6 years (20% of 94,000)
3,133 trained annually (1/6 x 18,800)

(b) The special categories in which these officers are to be trained, the general nature and length of courses and the training rates in each category was determined after careful study of Army Air Forces Troop Basis, MOS Requirements for Peacetime Period, published by Troop Basis Division, AC/AS, OC&R, 13 December 43; these requirements were then adjusted proportionally, with the estimated annual, trained replacements as shown in 1b(1)(a) above.

(c) Training in highly technical and professional fields will be accomplished in colleges and universities with service connections through ROTC units; these units will require Air Force personnel for administration, but because of the small size and many unknown factors pertaining to their organization and establishment, it is not considered advisable to attempt to locate the units or outline the courses at this stage of planning. 10,651 reserve officers, graduates of accredited colleges with ROTC units, will be required annually for the Air Force. Of this number 2381 will have flying training and the balance, 8270, will be utilized for non-rated assignments, including the Medical Service. ROTC units furnishing graduates for flying training as reserve officers will be required to include in their curriculum pre-flight and basic training (of the soldier) instruction. Those ROTC units furnishing graduates for duty with the air force as non-rated reserve officers will, in addition to including basic instruction of the soldier, include instruction on related air force specialties to the professions being pursued in the colleges or universities.

(d) Actual experience and on-the-job training is considered desirable and necessary for junior officers and a reasonable amount is a prerequisite for training in special service schools; such training is considered adequate for those categories for which special training has not been provided.

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(2) Officer Candidates: (See Exhibit 1)
The requirements for officer candidate training will be 577 graduates annually, requiring 702 to be under instruction at one time, which will allow for a 18% attrition rate. The curriculum will include instruction in the school of the soldier and military subjects.

(3) Enlisted Men: (See Exhibit 1)

(a) Based upon assumptions outlined in paragraph 1a(1), (2),(3),(4),(5), and (9) above, the requirements for technically trained enlisted men will be as follows:

750,000 total enlisted men in Air Force
375,000 regular air force (1/2 x 750,000)
187,500 require training (1/2 x 375,000)
140,625 replacements each 3 years (75% of 187,500)
46,875 annual trained replacements (1/3 x 140,625)
56,250 total (20% added for Army,Navy & Commands)

(b) Determination of the special categories in which these enlisted men are to be trained, the number to be trained in each category and the training rates, was made in the same manner as outlined for officer requirements in paragraph 1b(1)(b) above; requirements thus obtained were adjusted, proportionately, with the estimated annual trained replacements of 56,250 as a total.

(c) Specialists and MOS categories not specifically provided for by training courses are to be trained on the job or obtained by classification at Basic Training Centers from experienced men.

(d) Specialists (DO) will be trained at the depots in special courses which, for the purposes of this plan, will be considered as on-the-job training.

(e) The policy of training small groups of specialists for Air Forces, Commands and instructors for Technical Schools at the Material Center, service schools and manufacturer's plants will be continued; such courses cannot be determined in advance and the numbers involved are too small to affect this basic plan.

c. Basic Training

(1) Based upon assumptions outlined in paragraph 1a(4), (5) and (10) above, the requirements for Basic Training capacity will be as follows:

300,000 required annual replacements.
25,000 required per month (1/12 x 300,000)
75,000 under training at one time (25,000 x 3)

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(2) Large centralized Basic Training Centers are not desired; 7,500 trainees with a permanent party of approximately 3,500 is considered a desirable size from the standpoint of training and administration; on this basis ten (10) Basic Training Centers are required each having a total capacity of 11,000.

d. Training Stations (See Exhibit 2 and Tab. G)

(1) Technical Schools:

(a) In selecting stations for technical schools it was considered necessary, for purposes of expediency, to take full advantage of existing stations where partial permanent construction is available.

(b) It is believed that, as a result of the enormous industrial expansion in this country, there will be available after the war establishments which are more suitable for technical schools than existing Air Force stations; it is recommended that the following suggestions be considered as an alternate for long-range planning:

1. That the Training Command acquire, after the war, one of the airplane assembly plants such as Douglas at Tulsa. The plant is air conditioned, eliminating worry about climatic conditions. The tremendous space would permit students to study and work on airplanes in every desired stage of breakdown. Railroad sidings and landing field facilities are excellent. About the only alterations needed would be barracks and slight enlargement of the existing cafeteria. At the present time there is no station in the TTC having sufficient hanger space to permit accomplishment of such an instructional program as this would permit.
2. Technical Schools should be located where the climate and surroundings are conducive to study, enabling the student to make the best mental effort.

(2) Basic Training Stations: (See Tab G)

(a) Establishment of ten Basic Training Stations provides for flexibility, convenience and economy in the program of selective service and apprentice training; in selecting the approximate location for basic training sites shown in this plan, the following factors were considered:

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1. Accessibility to transportation facilities.

2. Diversity, near centers of population in order to conserve transportation.

3. Climatic and health conditions.

4. Proximity to ports of embarkation.

5. Location near cities to afford recreation and to maintain morale of troops as well as to take advantage of various facilities offered by metropolitan centers.

(b) Although utilization of existing government installations was considered, no attempt was made to necessarily locate basic training stations at present government installations but rather to give a general geographical location.

2. A recapitulation of Exhibits 1 and 2 concerning Administrative and Technical Training appears below:

Station	Graduates per Year	Number Under Training allowing Attrition	Required Housing Capacity Including Student Pool
Photographic, Armament, Administrative, and Cryptographic Courses:			
Officers	1520	581	
Officer Candidates	577	702	
Enlisted	11740	4290	
Total	13837	5573	10463
Communications, Radio, and Signal Courses:			
Officers	451	329	
Enlisted	10252	6992	
Total	10703	7321	13595

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Basic, Administrative and Technical Training 31 January 1944

Station	Graduates per Year	Number under Training allowing Attrition	Required Housing Capacity Including Student Pool
Aircraft Engineering and Specialists, Weather, Administrative Inspectors and Technical Inspectors Courses:			
Officers	763	565	
Enlisted	13251	6322	
Total	14014	6887	12928
Clerical and Airplane Mechanics Courses:			
Officers	-	-	
Enlisted	14662	8583	
Total	14662	8583	15729
Radar and Specialists Courses:			
Officers	274	135	
Enlisted	4920	3369	
Total	5194	3504	6461
Five Stations:			
Officers	3008	1610	
Officer Candidates	577	702	
Enlisted	54825	29556	
Total	58410	31868	59176

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

IPWAF

EXHIBIT 1

CHART SHOWING SSN OR MOS OF PERSONNEL REQUIRING TRAINING IN SPECIAL SCHOOLS
NUMBER TO BE TRAINED ANNUALLY IN EACH COURSE
AND NUMBER UNDER TRAINING IN EACH COURSE AT ONE TIME

OFFICERS

Course	SSN or MOS	Course Length	Graduated Annually	Under Training at One Time Attrition Incl
Radar	0140	40 Wks	39	32
Radar, Air	0141 7888	40 Wks	96	78
Radar, Maintenance, Repair	0145	40 Wks	2	2
Communications	0200	36 Wks	311	226
Signal	0210	36 Wks	110	81
Radio	0500 0501 0503 7864	36 Wks	30	22
Radar Obs. Night Fighter	0520	8 Wks	44	8
Controller Fighter Interception	1014	8 Wks	93	15
Oxygen	1040	4 Wks	6	6
Adjutant or A.G.	2110	12 Wks	166	41
Photographic	7052 7916 8500 8502 8503 8515 8530	30 Wks	97	59
Aircraft Insp. Officer	4903	20 Wks	17	7
Finance Disbursing	6201	24 Wks	83	41
Budget & Fiscal	6302	24 Wks	12	6
Statistical Control	6402	12 Wks	120	29
Chemical	7300 7314	24 Wks	70	34

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Exhibit 1. (Officers Cont'd) 31 January 1944

Course	SSN Or MOS	Course Length	Graduated Annually	Under Training at One Time Attrition Incl
Administrative Inspector	2121	16 Wks	22	8
Classification and Assign.	2210	12 Wks	11	10
Q. M. Supply	4419	12 Wks	51	12
Mess	4110	8 Wks	60	10
Ordnance and Munitions	4510 4512 4532 4801	24 Wks	171	83
Armament Maintenance Repair	4807	36 Wks	10	8
Armament Chemical	4822	24 Wks	91	45
Aircraft Engineering	4823	38 Wks	51	39
Bombsight Maintenance	4825	30 Wks	3	3
Engineer Maintenance Repair	4880	30 Wks	30	18
Engineer Constr. Maint.	7010 7110 7120	30 Wks	63	38
Engineer Const. Maint.	7130			
Technical Inspector	7536	20 Wks	30	10
Aeronautical Engineer	7540	40 Wks	307	248
Flight Engineer	7777	20 Wks	314	127
Weather	8211 8219	40 Wks	243	197
Intelligence	9300 9301 9302	16 Wks	143	46
Camouflage	9511	8 Wks	9	2
Cryptanalytic	9601	8 Wks	51	9
	Total		3008	1610
	OFFICER CANDIDATES			
Military Subjects	-	52 Wks	577	702
	ENLISTED			
Airplane Mechanics V.H.	747	40 Wks	3321	2840
Airplane Electrical Spec.	685	18 Wks	1462	510

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Exhibit 1. (Enlisted Cont'd) 31 January 1944

Course	SSN Or MOS	Course Length	Graduated Annually	Under Training at One Time Attrition Incl
Airplane Hydraulic Spec.	528	16 Wks	124	43
Airplane Propeller Spec.	687	16 Wks	315	108
Airplane Power Plant Spec.	684	16 Wks	575	197
Airplane Instrument Spec.	686	14 Wks	639	191
Mechanic, Glider	559	20 Wks		
Parachute Rigger & Repairman	620	14 Wks	500	150
Airplane Machinist	114	26 Wks	435	242
Airplane, Welder	573	20 Wks	567	242
Airplane, Sheet Metal Worker	555	22 Wks	1638	770
Mechanic, Motor Transportation	014	12 Wks	3000	795
Weather Forecaster	787	40 Wks	90	77
Weather Equipment, Oper. & Mech.	239	12 Wks	156	40
Operator Radiosonde	942	14 Wks	35	11
Airplane Armorer	911	24 Wks	1897	971
Airplane Armorer Gunner	612	24 Wks	192	98
Armorer ASWAAF	511	20 Wks	2480	1060
Power Turret G.S. Spec.	678	16 Wks	89	31
C.F.C. Gunner	580	20 Wks	529	226
C.F.C. Computer Spec.	960	20 Wks	557	238
B.S.M. Mechanic	683	24 Wks	206	106
Photo Lab. Technician	945	20 Wks	547	234
Cinematography	043	20 Wks	7	3
Camera Technician	941	20 Wks	104	44
Photography	004	20 Wks	31	13
Photographer	152	20 Wks	4	2
Photo Engraver	153	20 Wks	13	6
Flight Engineer	7777	20 Wks	505	216
Decontamination Eq. Op.	809	4 Wks	142	12
Toxic Gas Handler	786	4 Wks	216	18
Radar Mechanic I.F.F.	862	45 Wks	339	326
Radar Mechanic R.C.M.	852	59 Wks	104	131
Radar Mechanic Beacon	851	57 Wks	1	1
Radar Mechanic Bombardment	867	57 Wks	771	939
Radar Mech. Night Fighter	850	55 Wks	83	98
Radar Mech. Sea Search	854	55 Wks	7	8
Radar Mech. Troop Carrier	849	55 Wks	57	67
Radar Mech. Air Base Int. Equipment Desig. Set	954	55 Wks	310	364
Radar Mech. Air Base Search Eq. Desig. Set	955	55 Wks	159	185
Radar Mech. Reporting Equipment Desig. Set	953	55 Wks	46	54
Radar Operator, Chief Designated Set	774	10 Wks	183	39

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Exhibit 1. (Enlisted Cont'd) 31 January 1944

Course	SSN Or MOS	Course Length	Graduated Annually	Under Training at One Time Attrition Incl
Radar Operator Observer Sea Search	866	10 Wks	5	5
Radar Operator Designated Set	514	10 Wks	2099	448
Radio Mechanic CNS	759	40 Wks	591	505
Radio Mechanic AACS	778	36 Wks	459	375
Radio Mechanic AAF	754	30 Wks	565	362
Radio Repairman Inst. L. Eq.	933	36 Wks	6	6
Radio Repairman Air. Eq.	647	30 Wks	232	149
Radio Repairman Fixed Stat.	649	36 Wks	20	20
Radio Mechanic F.M. Equip.	648	36 Wks	380	290
Radio Mech. V.H.F.Equip.	951	36 Wks	89	68
Radio Operator AAF	755	36 Wks	1051	808
Radio Operator Mech.	756	36 Wks	1027	790
Radio Operator AACS	760	36 Wks	1375	1058
Radio Operator Fixed Stat.	777	36 Wks	34	26
Radio Operator High Speed	766	36 Wks	2243	1729
Radio Operator Low Speed	776	30 Wks	860	549
Teletype Mechanic	868	10 Wks	10	10
~~Army~~ Control Tower Op.	552	10 Wks	509	107
Code Clerk	806	6 Wks	69	24
Communications Chief	542	6 Wks	105	14
Crypt. Code Compiler	807	6 Wks	427	55
Crypt. Technician	805	6 Wks	41	5
T & T Installer Repairman	097	20 Wks	280	120
T & T Lineman	238	20 Wks	759	324
T & T Power Telephone	166	20 Wks	24	24
Repeater Telephone	187	20 Wks	83	35
Teletype Mechanic	239	12 Wks	384	98
Wire Repairman VHF	950	20 Wks	91	39
Baker	017	12 Wks	46	12
Cook	060	12 Wks	3501	898
Meat Cutter	037	6 Wks	32	4
Clerical	405	20 Wks	9264	3963
Radio Repairman	174	30 Wks	165	113
Radar Repairman	775	55 Wks	99	119
Clerical	405	20 Wks	9264	3963
Airplane Mechanics	747	40 Wks	5398	4620
	Totals		54825	29556

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply refer to:

31 January 1944

IPWAF

EXHIBIT 2

CHART SHOWING NUMBER OF STATIONS AND SCHOOLS TO ACCOMPLISH NECESSARY TRAINING OF PERSONNEL

OFFICERS

Station

Photographic, Armament, Administrative, and Cryptographic Schools to be at One Station

Courses	Number Training at one time Attrition Incl
Photographic	59
Financial Disbursing	41
Budget & Fiscal	6
Statistical Control	29
Chemical	34
Classification & Assignment	10
Oxygen	6
Adjutant & AG	41
QM Supply	12
Mess	10
Ordnance & Maintenance	10
Armament Maintenance	8
Armament Chemical	45
Bombsight Maintenance	3
Flight Engineer	127
Intelligence	46
Cryptoanalytic	9

OFFICER CANDIDATES

Military Subjects	702

ENLISTED

Airplane Armorer	971

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Exhibit 2. (Enlisted Cont'd) 31 January 1944

Courses	Number Training at one time Attrition Incl
Airplane Armorer Gunner	98
Armorer ASWAAF	1060
Power Turret GS Spec.	31
C.F.C. Gunner	226
C.F.C. Computer, Spec.	238
B.S.M. Mechanic	106
Photo Lab. Technician	234
Cinematography	3
Camera Technician	44
Photography	13
Photographer	2
Photo Engraver	6
Flight Engineer	216
Decontaminator Eq. Op.	12
Toxic Gas Handler	18
Code Clerk	24
Communications Chief	14
Crypt. Code Compiler	55
Crypt. Technician	5
Bakers	12
Cooks	898
Meat Cutters	4
Total	5573

Communications, Radio, and Signal Schools to be at one Station

OFFICERS

Communications	226
Signal	81
Radio	22

ENLISTED

Army Airways Comm. System Mech.	375
Army Air Forces Radio Mech.	362
Radio Repairman Instrument Landing Equip.	6

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Exhibit 2. (Enlisted Cont'd) 31 January 1944

Courses	Number Training at one time Attrition Incl
Radio Repairman Air Equipment	149
Radio Repairman Fixed Sta.	20
Radio Mechanic Frequency Modulated Eq.	290
Radio Mechanic Very High Frequency Eq.	68
Radio Operator AAF	808
Radio Operator Mechanic Air	790
Radio Operator AACS	1058
Radio Operator Fixed Station	26
Radio Operator High Speed	1729
Radio Operator Low Speed	549
T & T Installer, Repairman	120
T & T Lineman	324
T & T Power Telephone	24
T & T Repeaterman Telephone	35
Control Tower Operator	107
Wire Repairman Very High Frequency	39
Radio Repairman-Mechanic	113
Total	7321

Aircraft Engineering and Specialists, Weather, Administrative Inspectors and Technical Inspectors Schools to be at one Station

OFFICERS

Aircraft Inspection	7
Administrative Inspector	8
Aircraft Engineering	39
Engineer - Const. Maint.	38
Engineer - Maint. Repair	18
Technical Inspector	10
Aeronautical Engineer	248
Weather	197

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Exhibit 2.

31 January 1944

ENLISTED

Courses	Number Training at one time Attrition Incl
Airplane & Engine Mech. V.H.	2840
Airplane Electrical Spec.	510
Airplane Hydraulic Spec.	43
Airplane Propeller Spec.	108
Airplane Power Plant Spec.	197
Airplane Instrument Spec.	191
Airplane Parachute Spec.	150
Airplane Machinist Spec.	249
Airplane Welder Spec.	242
Airplane Sheet Metal Spec.	770
Motor Trans. Mechanic	795
Weather Forecaster	77
Weather Equipment Operator-Mechanic	40
Weather Radiosonde Operator	11
Teletype Mechanic	108
Total	6887

Clerical and Airplane Mechanics Schools at one Station

ENLISTED

Clerk-Typist	3963
Airplane & Engine Mechanic, General	4620
Total	8583

Radar and Specialists Schools at one Station

OFFICERS

Radar	32
Radar Air	78

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Exhibit 2. (Officers Cont'd) 31 January 1944

Courses	Number Training at one time Attrition Incl
Radar Maint. & Repair	2
Radar Obs. Night Fighter	8
Controller, Fighter Int.	15
ENLISTED	
Radar Mechanic IFF	326
Radar Mechanic RCM	131
Radar Mechanic Beacon	1
Radar Mechanic Bombardment	939
Radar Mechanic Night Fighter	98
Radar Mechanic Sea Search	8
Radar Mechanic Troop Carrier	67
Radar Mechanic Air Base Int. Eq. Desig. Set	364
Radar Mechanic Air Base Search Eq. Desig. Set	185
Radar Mechanic Reporting Equip. Desig. Set	54
Radar Operator Chief, Designated Set	39
Radar Operator, Observer, Sea Search	5
Radar Operator, Designated Set	448
Radio Mechanic, Controlled Net Systems	505
Radar Mechanic, Gun Laying	83
Radar Mechanic, General Repairman	119
Total	3504
Five Station Total	31868

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

IPWAF

MEDICAL SERVICES

I. MEDICAL PERSONNEL

a. Requirements

(1) Training Command and Total Air Force

TAB D

	Training Command # per 1000 Strength	Total	*Total Air Forces
Medical Officers	3	1016	4018
Dental Officers	1.5	508	1788
Med.Adm.Officers	1	338	1274
Aviation Physiologists	.075	25	76
Aviation Psychologists	.075	25	76
Veterinary Officers	.2	68	305
Sanitary Officers	.1	34	202
Warrant Officers	.15	51	179
Nurses	4.	1454	4456
Dietitians	.2	68	256
Physiotherapy Aides	.15	51	229
Total		3638	12,859
Enlisted Men, WAC's or Civilians	40.	14,540	47,024
Total Medical Personnel		18,178	59,883

* Total of (1) above and (2) following

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(2) Other Air Forces

	In United States # per 1000 Strength	Total	Outside United States # per 1000 Strength	Total
Medical Officers	4	772	4.5	2230
Dental Officers	1.5	290	2.	990
Med.Adm.Officers	1	193	1.5	743
Aviation Physiologists	.075	14	.075	37
Aviation Psychologists	.075	14	.075	37
Veterinary Officers	.2	39	.4	198
Sanitary Officers	.1	19	.3	149
Warrant Officers	.15	29	.2	99
Nurses	4.	772	4.5	2230
Dietitians	.2	39	.3	149
Physiotherapy Aides	.15	29	.3	149
Total		2210		7011
Enlisted Men, WAC's or Civilians	40.	7722	50.	24,762
Total Medical Personnel		9932		31,773

b. Replacements (annually)

(1) Officers

	Training Command	Other AAF in U.S.	AAF Outside U.S.	Total
Reserves for 3 yrs.Active Duty	606	366	1168	2140
Regulars 17 yrs. Serv.	53	32	103	188
Regulars 34 yrs.Serv.	27	16	52	95
Total	686	414	1323	2423

(2) Enlisted

12 Years duty	606	322	1032	1960
2 Years duty	0	0	6191	6191
1 Years duty	7270	3861	0	11,131
Total	7876	4183	7223	19,282

II. SOURCE OF PERSONNEL

a. Medical Officers - Graduates of Class "A" medical schools with degree of Doctor of Medicine and one years' completed internship at an approved hospital.

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b. Dental Officers - Graduates of Class "A" dental school.

c. Medical Administrative Officers

(1.)Specialists

(a) Pharmacists - Graduates of accredited school of pharmacology

(b) Graduates of accredited business administration school, with major in hospital administration.

(2.)From Officers' Candidate School

d. Aviation Physiologists - Graduates from accredited schools, with a Doctors degree in physiology.

e. Aviation Psychologists - Graduates from accredited schools with Doctors degree in psychology.

f. Veterinary Officers - Graduates from Class "A" veterinary schools, with Degree of Doctor of Veterinary Medicine.

g. Sanitary Officers - Graduates of an accredited school with Degree in Sanitary Engineering.

h. Warrant Officers - All Regular Air Force are to be procured by promotion of enlisted personnel having completed one or more three-year enlistments.

i. Nurses - From recognized schools of nursing.

j. Dietitians - Graduates from accredited course in dietetics, with a degree in nutrition or equivalent thereof.

k. Physiotherapy Aides- Graduates of accredited course in physiotherapy, with degree in physical education and physiotherapy.

l. Enlisted Men or WACS- This personnel should be selected, dependent upon basis MOS numbers and assigned according to ability.

III. PROMOTION AND ASSIGNMENT

It is proposed that the officers of the Medical Service, when called to active duty, be given credit for promotion and retirement for each year spent at accredited school in formal education after their college degree and prior to their entry into active service; that they be

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placed on the promotion list, either with a running mate or a half number; that their selection for appointment in the Regular Air Force, promotion and retirement, be subject to board procedure, taking cognizance of efficiency ratings, practical and written examinations in their own particular professional branch and on military subjects; that all officers be required to serve for a period of three years on an active duty reserve status before being commissioned in the Regular Air Force.

IV. TRAINING

a. It is proposed that all medical, dental, veterinary and medical administrative corps officers be sent direct from civil life to the Squadron Officers Course for four months' indoctrination and from there to the general service; that upon completion of three years' service, they be eligible for the Regular Air Force and that specially selected medical officers who have shown outstanding ability and appropriate personality be sent to the Aviation Medical Center for specialized training; that a part of the course at the Aviation Medical Center be flying training, sufficient to qualify all individuals who may be graduated as liaison pilots or equivalent; that all Aviation Physiologists and Psychologists, upon entry into the Service, be sent for a special course at the Air Forces Research Laboratories; that the Aviation Medical Center and Air Forces Research Laboratories be staffed by personnel suitable to carry on both teaching and research functions; that nurses, dietitians and physiotherapy aides be brought into the service at the various basic training centers within the United States, and be given approximately four months basic training prior to being made available for distribution; that all enlisted personnel (enlisted men and/or WACS) be given on the job training; that for special positions, any who show outstanding ability in the particular specialities be sent to civilian institutions for specialized training.

b. The population of the Aviation Medical Center and Research Laboratories, including students, will be approximately 120 officers and 500 enlisted men. It is proposed that the course of instruction will be so arranged that the last ten weeks of each course for flight surgeons, aviation physiologists and psychologists will be spent at the primary flying schools where they will receive instruction in flying as indicated in paragraph a above.

V. HOSPITALIZATION

That the hospitalization system of the continental United States for the Air Forces be laid out in such manner that the ten basic training centers (installations similar to those now in use at the basic training centers) have sufficient hospitalization to furnish beds for approximately

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

IPWAF

Air Force Tactical Center

1. Continuity training of all officers has been planned to prepare an officer for the next higher echelon of command or staff duty.

a. Initiation of this training is made subsequent to three years of commissioned service and continues at periodic intervals to coincide with time in grade and the selection to next higher grade.

b. Proficiency at these various schools will be considered in the selective promotion system recommended.

c. Provision for the preparation, supervision, production, and distribution of suitable extension courses for squadron officer duties and for all administrative and technical specialties is recommended.

(1) It is not recommended that extension courses cover tactical subjects.

(2) The use of extension courses is not considered practicable for use in training inactive reserves.

TAB E

d. Training of officers of Air Forces supporting units, engineer, anti-aircraft, ordnance, etc., in officers squadron schools is required but is not covered in this plan. Further training of these officers would be accomplished in the officers tactical school and advanced school described below.

e. Post graduate courses at colleges and universities in both administrative and technical specialties should be available to officers.

2. It is recommended that an Air Force Tactical Center be established with Headquarters at Maxwell Field, Montgomery, Alabama, to include the following stations:

Maxwell Field	Gunter Field
Craig Field	Eglin Field Satellites

Note: These facilities are both suitable and desired for flying training activities. In the event that a Tactical Center is not located at Maxwell Field, these facilities should be made available to the Training Command.

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3. The Tactical Center will be composed of the following:

a. Headquarters Air Force Tactical Center.

b. Officers Squadron School.

(1) This school will have a student population of approximately 2500, composed of 3 classes per year of 830 each.

(2) Period of training 3 months.

(3) Students to be selected from officers on duty with troops in the grade of 1st Lt. The ratio of rated to non-rated officers to be maintained at approximately 7 to 3.

(4) Officers specializing in highly technical and professional branches not involving duty with troops would not be selected.

(5) Training will consist of tactics and technique required for the duty of Squadron Commander and Group Staff Officers.

c. Officers Tactical School.

(1) This school will have a student population of approximately 1100, four classes of 275 entering each 3 months.

(2) Period of training will be 10 months.

(3) Students to be selected in the grade of Captain or Major. The ratio of rated to non-rated officers would be maintained at approximately 9 to 1.

(4) This provision for non-rated officers will include officers of other services.

(5) Training will consist of logistics, tactics, and technique required for the duty of Group Commander and higher Air Staff officers.

d. Officers Advanced School.

(1) This school will have a student population of approximately 300, 3 classes of 100 each.

(2) Period of training will be 3 months.

(3) Students to be selected from officers in the grade of Major or above.

(4) Training will consist of such refresher training required to prepare students for entrance into a combined

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Services War College which is expected to be under the jurisdiction of the War Department.

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

INITIAL POST WAR AIR FORCE

Continuation Training for Inactive Reserve

1. There will be approximately 14,000 officers reverted to an inactive reserve status each year of which some 6,000 will be rated. These rated officers must be provided with facilities to maintain their proficiency for 5 years following their being placed on an inactive status. At the end of 5 years, approximately 30,000 officers in this category will be under inactive reserve training. This training, however, should be stabilized by that time at that figure.

2. The prime interest of these individuals is to earn a living. Their opportunities for military training insofar as time is concerned will be in the evening or on weekends and during their normal annual two-week vacation period.

3. With airplanes and facilities located within a convenient distance (say 25 miles) and an incentive to fly, it can be expected that each of these officers will fly up to 150 hours per year. This time plus that obtained during their annual two weeks of active duty training should serve to maintain to an adequate degree flying proficiency in the type of airplane provided.

4. It must be assumed that reserve officers returned to inactive status after their three year tour of active duty will establish themselves in communities in which they are most likely to find employment commensurate with their earning rate during their duty tour. These communities will be most likely those whose population exceeds 20,000 except where smaller communities are contiguous to large cities. On this basis it must also be assumed that the distribution of such reserve officers will be approximately in proportion to the population of such cities. Estimating one rated reserve officer to each 2,000 total population, there will be about 27,200 such officers residing in cities of 20,000 population or more.

TAB F

5. There are about 516 such cities at which it is proposed to establish 601 Reserve Flying Training Detachments. At each detachment there would be maintained a minimum of two and a maximum of 35 suitable airplanes. Normal ratio of reserve officers to airplanes should be 6 to 1. The detachments should consist of at least one regular officer of the grade of captain or major, four enlisted men and one civilian employee, considering the minimum sized detachment. Larger detachments to be increased by 1 enlisted man per airplane.

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6. Additional personnel for the maintenance of the airplanes would be obtained from enlisted reservists who will be returned to civil life in annual ratio of 50 to each pilot returned. The companionship and opportunity to continue their interest in aviation plus an occasional ride should easily supply the requirements to all detachments.

7. All possible synthetic training devices (link and Bomb) should be provided. Training films in conjunction with bi-monthly lectures, to be attended by all reserve personnel, should be scheduled.

8. To provide an incentive for maintenance of training, all reserve officers during their five year inactive period should receive a token payment for attendance at scheduled Training Courses. In addition, rated officers should receive a token payment for an annual minimum number of flying hours accomplished, say 50 hours, 25 hours to be accomplished in each semi-annual period.

9. Officers in the reserve may be promoted as high as the rank of captain upon completion of the minimum years of service established for similar grades in the regular Air Force if military proficiency is maintained and the officer is considered qualified for promotion based upon the requirements for similar grades in the regular Air Force.

10. It is not recommended that these reserve officers be organized into reserve units, but that they maintain their proficiency insofar as possible as individuals.

11. It is recommended that National Guard Organizations not be considered in this Reserve Training Program.

12. Attached is a tabulation of the probable distribution of reserve pilots on a population basis by cities and states with recommendation as to number of Reserve Flying Detachments to be established.

13. On the basis of assignment of one airplane for each six pilot reserve officers, 5,500 to 6,000 airplanes will be required.

14. The maintenance of training or proficiency of those reserve officers who will live in the smaller communities which are beyond an economical commuting distance of a city in which a Reserve Detachment is located is not feasible except for that training he will receive during his annual two weeks active duty tour.

15. It is recommended that the two weeks annual active duty of all reserve officers be spread throughout the 12 months so that there will be a regular flow of reserve officers into and out of all permanent Air Force posts in the Continental limits each week. On this basis a permanent organization and facilities can be provided to carry this continuous load without disruption of normal station or organization functions.

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16. Of the total of 70,000 reserve officers, approximately 3,000 will be simultaneously on active duty. This will mean that provisions must be made for 75 reserve officers continuously in training at each of 40 permanent Air Force stations within the Continental limits.

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

INITIAL POST WAR AIR FORCE

Alternate Plan - Inactive Reserve Training

1. It is obvious that the cost of maintaining the 600 Reserve Flying Detachments and 5,500 to 6,000 airplanes operating 200 to 250 hours per year would reach enormous figures when evaluated against the apparent benefit only, of partially maintaining the flying proficiency of rated reserve officers, probably sufficient in numbers to increase the Tactical Air Forces to 250 percent of their M day strength.

2. On the assumption that it is desired that only a sufficient number of rated reserve officers be continuously available to increase the Tactical Air Force to 200 percent of its M day strength, the following alternate plan is proposed.

a. Provide Reserve Flying Detachments, only at or in the vicinity of cities with populations of more than 100,000. There are 91 such cities at which about 100 detachments would be established and maintained. On the basis of the distribution of rated reserve officers which has been assumed, about 18,500 of these would have equipment and facilities with which to maintain their flying proficiency. At a ratio of 1 airplane for 6 rated pilot reserve officers, about 2,400 to 2,500 airplanes would be required.

b. (1) Establish three categories of rated reserve personnel in the group serving their first five year period of inactive service. Group A would be all rated reserve officers in their first and second year (inactive). This A group having just recently returned from their three year tour of active duty would be assumed to be immediately available in a National Emergency, for shipment to Tactical Units for immediate duty, or to Operational Training Units. The one year men to be sent to the Tactical Forces if needed and the two year men to the OTU's. Group A pilots would be called to active duty, irrespective of whether or not they had been able to do any inactive duty flying other than the mandatory two weeks annual active duty training.

(2) Group B pilots would be those third, fourth and fifth year reserve officers who had been able to maintain their

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flying proficiency through accomplishing at least 50 hours per year of inactive duty flying at Air Force stations or at Reserve Detachments. Group B officers would be called to active duty in an emergency after the Group A officers and would be absorbed into OTU's.

(3) All other rated reserve officers in their third, fourth and fifth year of inactive duty would be placed in Group C. These officers, due to location or lack of available time would have been unable to accomplish the required 50 hours of inactive duty flying each year. In event of a national emergency and on being called to active duty, it would be necessary that they be given a refresher course of about one month at one of the Training Commands Transition Schools before proceeding to an RTU.

c. It is estimated that rated reserve officers in their first five year inactive service would fall into these categories as follows:

	Group A	Group B	Group C
First Year	6000	-	-
Second Year	6000	-	-
Third Year	-	4700	1300
Fourth Year	-	2800	3200
Fifth Year	-	2500	3500
Total	12000	10000	8000

3. As a further means of economy without too great a loss of efficiency, it is suggested that the two weeks active duty training period be required only in the second, fourth and fifth year of the first five years of inactive reserve service. The extension of the fourth and fifth year period from two weeks to one month to be required only in the fourth year would offer advantages of decreased cost and more effective refresher training. The 14 or 28 day active duty period under either plan selected would be mandatory. It should be a prerequisite for authority for the officer to draw the annual token payment for duty performed. An officer failing to attend, without a valid and excentable excuse, would be reclassified to a dormant list of reserve officers who would not be eligible for promotion within the reserve corps.

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GEOGRAPHIC DISTRIBUTION OF RESERVE PILOTS

Number of Cities by Population Groups

Figures in parenthesis indicate probable number of Reserve Pilots at Ratio of 1 to 2000 Population

	100 M and Over	25 to 100 M	20 to 25 M	5 to 20 M	Suggested No. of Reserve Flying Detach.
Ala.	1 (102)	5 (100)	1 (12)	26 (108)	7
Ariz.	-	2 (50)	-	12 (32)	2
Ark.	-	2 (62)	2 (24)	21 (22)	4
Calif.	6 (1458)	20 (456)	3 (36)	100 (458)	29
Col.	1 (162)	2 (44)	-	18 (74)	3
Conn.	3 (236)	11 (228)	4 (48)	23 (92)	18
R.I.	1 (126)	7 (144)	-	12 (56)	8
Fla.	3 (228)	5 (98)	2 (24)	28 (120)	10
Ga.	1 (150)	5 (150)	2 (24)	35 (158)	8
Idaho	-	1 (4)	-	9 (48)	1
Ill.	2 (1750)	21 (502)	6 (72)	102 (452)	40
Ind.	4 (360)	14 (306)	2 (24)	54 (214)	20
Iowa.	1 (80)	10 (228)	1 (12)	37 (152)	12
Kansas	2 (118)	2 (50)	1 (12)	31 (156)	5
Ky.	1 (160)	6 (118)	-	29 (118)	7
La.	1 (248)	4 (94)	1 (12)	26 (102)	6
Maine	-	3 (70)	2 (24)	22 (52)	5
Del.	1 (56)	-	-	5 (10)	1
Md.	1 (430)	4 (64)	-	14 (68)	5
Mass.	8 (826)	25 (608)	10 (120)	78 (208)	45
Mich.	3 (970)	15 (378)	1 (12)	66 (300)	20
Minn.	3 (440)	1 (12)	2 (22)	42 (176)	6
Miss.	-	2 (48)	4 (48)	19 (82)	6
Mo.	2 (608)	4 (104)	3 (36)	41 (174)	10
Mont.	-	2 (34)	1 (12)	10 (46)	3
Neb.	1 (112)	1 (40)	-	16 (74)	2
Nev.	-	-	1 (10)	2 (6)	1
New Hamp.	-	3 (68)	-	14 (70)	3
New Jersey	6 (612)	24 (488)	3 (36)	103 (498)	33
New Mex.	-	1 (18)	1 (12)	13 (46)	2
New Yrok	7 (4468)	16 (402)	13 (156)	110 (686)	60
N.C.	1 (50)	8 (196)	1 (12)	40 (216)	10
N.D.	-	1 (16)	1 (12)	8 (34)	2
Ohio	8 (1326)	19 (388)	9 (108)	91 (390)	26
Okla.	2 (174)	2 (30)	1 (12)	39 (176)	5
Oregon	1 (152)	1 (16)	1 (12)	15 (58)	3
Pa.	5 (1484)	24 (596)	13 (156)	204 (884)	44
S.C.	-	4 (100)	-	22 (94)	4
S.D.	-	1 (20)	-	9 (58)	1
Tenn.	4 (350)	-	2 (24)	26 (100)	6
Texas	4 (550)	14 (356)	1 (12)	99 (408)	19
Utah	1 (74)	1 (22)	-	9 (34)	2
Ver.	-	1 (14)	-	10 (82)	1
Va.	2 (168)	8 (176)	-	20 (86)	10
Wash.	3 (300)	3 (42)	-	16 (86)	6
W. Va.	-	5 (134)	2 (24)	21 (84)	7
Wis.	1 (294)	15 (294)	2 (24)	40 (168)	18
Wyom.	-	-	1 (12)	5 (26)	1
TOTALS	91 (18622)	325 (7378)	100 (1196)	1792 (7720)	601

Recapitulation

Population	No. Cities	Cumulative Total	Est.No. of Res.Off.at 1 per 2000 Pop.	Cumulative Total	Av.No.Off. Per City	Range in No. of Off. Per City
Over 100,000	91		18622		204	(50 to 3750)
25,000 to 100,000	325	416	7378	26000	22.6	(12 to 50)
20,000 to 25,000	100	516	1196	27196	11.8	(10 to 12)
5,000 to 20,000	1792	2308	7720	34916	4.2	(2 to 10)
	2308		34916			

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944.

IPWAF

Proposed Training Command Installations

1. Headquarters, Army Air Forces Training Command.

It is recommended that the Training Command retain headquarters as presently located in the Texas & Pacific Building, Fort Worth, Texas. The present headquarters is centrally located and provides for the maximum efficiency of operation with a minimum overhead. The annual rental, it is believed, will be considerably less than maintenance funds required for the operation of a military station provided for this purpose. This also avoids the undesirable feature of superimposing a major headquarters on another military activity which for greatest efficiency should retain full facilities in command of the station concerned.

2. Subordinate Commands.

It is proposed to organize the Training Command into three (3) subordinate commands with headquarters located at Atlanta, Georgia, San Antonio, Texas, and St. Louis, Missouri. Although headquarters, Central Flying Training Command is presently located at Randolph Field, Texas, and may continue thereat as headquarters, Western Flying Training Command, better results may be obtained by the rental of adequate office space in the city of San Antonio, Texas. Similarly, it is recommended that suitable office space be procured in the city of Atlanta, Georgia, for the housing of the headquarters, Eastern Flying Training Command, and in St. Louis, Missouri, for the Technical Training Command.

3. Wing Commands.

For proper supervision of training activities, technical and flying training Wings will be required. The number and location of these Wings have not yet been determined but will be submitted at a later date as a supplement to this study. It is proposed, however, that a Wing headquarters will consist of not to exceed five (5) officers and that Wing headquarters will be located on existing stations.

TAB G

4. Basic Training Centers.

A minimum of ten (10) Basic Training Centers must be provided, each with a capacity to accommodate approximately 7,500 trainees and 4,000 permanent party personnel. It is recommended that the locations be dis-

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tributed proportionately with the population of the country. No specific sites are recommended since there does not exist in the Command a suitable number of Basic Training Centers so geographically located as to best serve the interest of the government from the point of view of economy of travel. Divided into population areas, however, suitable installations should be found in the following areas:

a. Puget Sound Area
b. Los Angeles Area (Santa Ana, Calif.)
c. Salt Lake City area
d. Denver, Colorado Area (Buckley Field)
e. Dallas, Texas, Area
f. Des Moines, Iowa Area
g. Indianapolis, Indiana Area
h. Nashville, Tennessee Area
i. Richmond, Virginia Area
j. Harrisburg, Pennsylvania Area.

5. Technical Schools.

Five (5) technical schools are required to meet the training demand. It is recommended that Chanute Field, Illinois, Scott Field, Illinois, Lowry Field, Colorado, and Boca Raton, Florida, be retained for this purpose as permanent facilities are available at the first three (3) mentioned stations and Boca Raton, Florida, provides necessary facilities and requirements for radar training. One (1) additional airplane mechanic school will be required for which purpose Keesler Field, Mississippi, might be used. It is urgently recommended, however, that one of the major airplane factories such as Consolidated at Fort Worth, Texas, or Douglas at Tulsa, Oklahoma, if not required for commercial use, be procured as a technical training station. The facilities thus provided would be ideal for any type of air mechanic training.

6. Air Academy.

Assuming that students entering the Air Academy will be obtained from graduates of the combined Arms academy, one (1) Air Academy will be required. Pending the provision of an adequate Air Academy, it is recommended that this Academy be located at Randolph Field, Texas. As a permanent location, it is believed that a suitable site would be Colorado Springs, Colorado, where climatic and other conditions are conducive to efficient training. Adequate airport facilities already exist in that location and it is unnecessary that the Academy be located immediately adjacent to an airport although some flying training will be included in the curricular.

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7. Pre-Flight School.

One (1) Pre-Flight school will be required which it is proposed to locate at the San Antonio Aviation Cadet Center, San Antonio, Texas.

8. Flight Surgeon's School.

The school of Aviation Medicine will remain at Randolph Field, San Antonio, Texas, as presently located.

9. Primary Basic.

Six (6) stations are required for the primary basic phase of training. The stations recommended for retention for this purpose are as follows:

Luke Field, Arizona
Goodfellow Field, San Angelo, Texas
Waco, Texas
Greenville, Mississippi
Moultrie, Georgia
Shaw Field, Sumter, South Carolina

As an alternate for Shaw Field, Sumter, South Carolina, in the event this station is required for other purposes, Cochran Field, Macon, Georgia, is acceptable.

10. Single-Engine Advanced.

Two (2) single-engine advanced are required which it is proposed to locate at Napier Field, Dothan, Alabama, and Perrin Field, Sherman, Texas.

11. Fighter Operational Training School.

One (1) Fighter OTS is required which it is proposed to locate at Foster Field, Texas. This unit will require also the operational use of the airdrome of Aloe Field, the present auxiliary fields of both stations, and the gunnery ranges at Matagorda Island and Matagorda Peninsula.

12. Twin-Engine Advanced.

Four (4) twin-engine advanced schools are required for this program. For this purpose, Turner Field, Albany, Georgia, Barksdale Field, Louisiana, Lubbock, Texas, with the field facilities at South Plains as auxiliary, and Davis-Monthan, Tucson, Arizona. Each of these stations has the proper type of construction and runways for this purpose.

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12. Medium Bombardment Operational Training Schools.

Two (2) of this type school are required which it is proposed will be located at Albuquerque, New Mexico, and Smyrna, Tennessee.

13. Heavy Bomber Operational Training Schools.

Two (2) heavy bomber operational training schools are required which it is proposed to locate at Hendricks Field, Sebring, Florida, and Ellington Field, Houston, Texas.

14. Negro Pilot Training.

In the event the Post War training requirement continues to exist for Negro training, Tuskegee, Alabama, is recommended for retention.

15. Non-pilot Specialized.

It is considered desirable to accomplish combined navigation, bombardier, radar and flexible gunnery training for commissioned officers at one installation. This, however, will require a large station with excellent facilities and for this purpose it is recommended that the Navy installation at Corpus Christi, Texas, be secured. One (1) flexible gunnery school for enlisted men is required which it is proposed be located at Tyndall Field, Panama City, Florida. In the event it is impossible to secure Corpus Christi, Harlingen, Texas, will be retained for flexible gunnery training for enlisted men. Tyndall Field will be used for navigation, radar and flexible gunnery training for officers. An additional station will be required for bombardier training for which purpose Roswell, NewMexico is proposed.

16. Tactical Center.

The recommended plan proposes an Air Force Tactical Center which will include squadron officers school, tactical school and an advanced refresher course for officers to attend the combined services war college. To accommodate the tactical center, a minimum of three (3) stations will be required. Maxwell Field, Alabama, Craig Field, Selma, Alabama, and Gunter Field, Alabama, are recommended for this purpose. A pilot and instrument central instructors school will also be located at Maxwell Field.

17. In selecting the above recommended stations, due consideration has been given to educational, recreational, and housing facilities in adjacent towns, the permanency of construction of both the buildings and facilities, and the suitability of the weather for the purpose intended. An effort was made also to geographically consolidate the Command as far as practicable for efficiency of supervision and to avoid for pilot training

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the location of stations in critical zones or above the zero temperature line. It is desired to emphasize, however, that the selection of the stations, in general, was of necessity confined to those presently assigned to the Training Command and it is entirely possible that facilities more suitable for certain purposes may be available. It is, therefore, urged that the selection of stations as indicated in the above and on the attached maps be considered only as a solution. The number and type of installations indicated are essential for the required training but the final selection of stations assigned to the Training Command should be accomplished by a board of officers specifically designated for this purpose. See attached maps.

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EXHI

RESTRICTED

ARMY AIR FORCES TRAINING COMMAND

TECHNICAL TRAINI

WESTERN TECHNICAL TRAINING COMMAND

CENTRAL TECHNICAL TRAINING COMMAND

EASTERN TECHNICAL TRAINING COMMAND

WASHINGTON
SEATTLE
PORTLAND
EUGENE
OREGON
CALIFORNIA
NEVADA
IDAHO
UTAH
MONTANA
WYOMING
COLORADO
NEW MEXICO
ARIZONA
NORTH DAKOTA
SOUTH DAKOTA
NEBRASKA
KANSAS
OKLAHOMA
TEXAS
MINNESOTA
IOWA
MISSOURI
ARKANSAS
LOUISIANA
WISCONSIN
ILLINOIS
MICH
INDIANA
OHIO
KENTUCKY
TENNESSEE
MISSISSIPPI
ALABAMA
GEORGIA
FLORIDA
SOUTH CAROLINA
NORTH CAROLINA
VIRGINIA
W. VA.
PENNSYLVANIA
NEW YORK
VT.
MASS.
N.J.
KEARNS
CHEYENNE
FT. COLLINS
GREELEY
DENVER
LOWRY FLD
BUCKLEY
FT. LOGAN
OMAHA
LINCOLN
SIOUX FALLS
ST PAUL
MINNEAPOLIS
NORTHFIELD
TOMAH
TRUAX FLD
MADISON
IOWA CITY
CHICAGO
GRANUTE FLD
INDIANAPOLIS
KANSAS CITY
ROBERTSON
ST LOUIS
JEFFERSON BARRACKS
E. ST LOUIS
O'FALLON
SCOTT FLD
LOUISVILLE
NASHVILLE
MEMPHIS
BIRMINGHAM
GULFPORT
KESSLER FLD
NEW ORLEANS
TULSA
AMARILLO
WEATHERFORD
OKLAHOMA CITY
SHEPPARD FLD
FT. WORTH
DALLAS
BERKLEY
OAKLAND
DAGGETT
CLAREMONT
BURBANK
GLENDALE
PASADENA
SAN DIEGO
SANTA MONICA
LOS ANGELES
INGLEWOOD
HAWTHORNE
LONG BEACH
TUCSON
DETROIT
FLINT
YPSILANTI
ROMULUS
CUYAHOGA FALLS
GAMBIER
CRANVILLE
VANDALIA
COLUMBUS
NIAGARA FALLS
BUFFALO
CLINTON
AMHERST
E. HARTFORD
NEW HAVEN
HAVERFORD
WILMINGTON
MIDDLE RIVER
GRAVELLY POINT
CHARLOTTESVILLE
YORKTOWN
GREENSBORO
SEYMOUR JOHNSON FLD
PATERSON
STEWART TECH
CALDWELL
NEWARK
BOCA RATON
MIAMI BEACH
MIAMI
GULF OF MEXICO

LEGEND

- HQ AAF TRAINING COMMAND
- HQ AAF TECHNICAL TRAINING COMMANDS
- HQ AAF TRAINING CENTER
- HQ CIVILIAN SCHOOLS AREA
- ARMY STATION
- CIVIL-CONTRACT STATIONS (EXCEPT FACTORY & CIVILIAN MECHANICS SCHOOLS
- FACTORY SCHOOLS (CIVIL-CONTRACT)
- CIVILIAN MECHANICAL SCHOOL (CIVIL-CON.)
- AAF TECHNICAL TRAINING COMMANDS
- AAF TRAINING COMMANDS
- CIVILIAN SCHOOLS AREAS

A	ACCESSORIES SCHOOLS	OG	OFFICERS CANDIDATE SCHOOLS
AC	AVIATION CADET PRE-TECHNICAL SCHOOLS	OR	OVERSEAS REPLACEMENT TRAINING CENTER
AF	AIRFRAME SCHOOLS	P	PHOTOGRAPHIC SCHOOLS
AI	ADMINISTRATIVE INSPECTORS SCHOOLS	R	RADIO SCHOOLS
AM	AIRPLANE MECHANICS SCHOOLS	RD	RADAR SCHOOLS
AN	ARMY & NAVY ENGINE TRAINING SCHOOLS	RI	RADIO INSTRUCTORS SCHOOLS
AR	ARMORER SCHOOLS	RS	RADIOSONDE SCHOOLS
AS	ADVANCED SPECIALISTS SCHOOLS	S	STATISTICAL SCHOOLS
B	BASIC TRAINING CENTER	T	TURRET SCHOOLS
CS	CLERICAL SCHOOLS	TO	TECHNICAL OFFICERS TRAINING SCHOOLS
DO	DEPOT OVERHAUL SCHOOLS		
E	ENGINE SCHOOLS		
IM	INSPECTION & MAINTENANCE SCHOOLS		
IP	INSTALLATION POINTS		
M	METEOROLOGY SCHOOLS		
MC	MODIFICATION CENTERS		
N	NAVY SCHOOLS (AVIATION ORDNANCE)		

HEADQUARTERS

TECHNICAL SCHOOLS

BASIC TRAINING CENTERS

RES
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ARMY
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FORT WORTH
ACTI
TECHNICAL
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EXHIBIT 2

TECHNICAL TRAINING STATIONS

ARMY AIR FORCES TRAINING COMMAND

WESTERN TECHNICAL TRAINING COMMAND

CENTRAL TECHNICAL TRAINING COMMAND

EASTERN TECHNICAL TRAINING COMMAND

WASHINGTON
SEATTLE
PORTLAND
EUGENE
MONTANA
NORTH DAKOTA
SOUTH DAKOTA
WYOMING
NEVADA
IDAHO
UTAH
COLORADO
KEARNS
CHEYENNE
FT COLLINS
GREELEY
DENVER
LOWRY FLD
BUCKLEY
FT LOGAN
NEBRASKA
KANSAS
ARIZONA
NEW MEXICO
OKLAHOMA
TEXAS
DAGGETT
CLAREMONT
SAN DIEGO
PASADENA
LOS ANGELES
LONG BEACH
TUCSON
AMARILLO
WEATHERFORD
OKLAHOMA CITY
TULSA
SHEPPARD FLD
FT WORTH
DALLAS
MINNESOTA
IOWA
ST PAUL
MINNEAPOLIS
NORTHFIELD
SIOUX FALLS
TOMAH
TRUAX FLD
MADISON
WISCONSIN
ILLINOIS
IOWA CITY
CHICAGO
OMAHA
LINCOLN
MISSOURI
CHANUTE FLD
KANSAS CITY
ROBERTSON
E ST LOUIS
O'FALLON
ST LOUIS
JEFFERSON BARRACKS
SCOTT FLD
ARKANSAS
LOUISIANA
MICH.
FLINT
DETROIT
YPSILANTI
ROMULUS
INDIANA
INDIANAPOLIS
OHIO
CUYAHOGA FALLS
GAMBIER
CRANVILLE
VANDALIA
COLUMBUS
LOUISVILLE
KENTUCKY
TENNESSEE
NASHVILLE
MEMPHIS
MISSISSIPPI
ALABAMA
GEORGIA
BIRMINGHAM
SOUTH CAROLINA
NORTH CAROLINA
VIRGINIA
GREENSBORO
SEYMOUR JOHNSON FLD
W. VA.
HAVERFORD
WILMINGTON
MIDDLE RIVER
GRAVELLY POINT
CHARLOTTESVILLE
YORKTOWN
MD.
DEL.
N.Y.
N.J.
PENNSYLVANIA
NEW YORK
NIAGARA FALLS
BUFFALO
VT.
N.H.
MAINE
BRUNSWICK
CLINTON
AMHERST
CAMBRIDGE
LYNN
BOSTON
MASS
E HARTFORD
NEW HAVEN
PROVIDENCE
PAWCATUCK
R.I.
PATERSON
STEWART TECH
CALDWELL
NEWARK
NYU
FARMINGDALE
MINEOLA
LA GUARDIA FLD
LYNBROOK
LONG IS CITY
BROOKLYN
GULFPORT
KESSLER FLD
NEW ORLEANS
FLORIDA
BOCA RATON
MIAMI BEACH
MIAMI
GULF OF MEXICO
ATLANTIC OCEAN

· LEGEND ·

- COMMAND
- AL TRAINING COMMANDS
- B CENTER
- HOOLS AREA
- STATIONS (EXCEPT FACTORY
- MECHANICS SCHOOLS
- LS (CIVIL-CONTRACT)
- HICAL SCHOOL (CIVIL-CON.)
- TRAINING COMMANDS
- OMMANDS
- LS AREAS

A ACCESSORIES SCHOOLS
AC AVIATION CADET PRE-TECHNICAL SCHOOLS
AF AIRFRAME SCHOOLS
AI ADMINISTRATIVE INSPECTORS SCHOOLS
AM AIRPLANE MECHANICS SCHOOLS
AN ARMY & NAVY ENGINE TRAINING SCHOOLS
AR ARMORER SCHOOLS
AS ADVANCED SPECIALISTS SCHOOLS
B BASIC TRAINING CENTER
CS CLERICAL SCHOOLS
DO DEPOT OVERHAUL SCHOOLS
E ENGINE SCHOOLS
IM INSPECTION & MAINTENANCE SCHOOLS
IP INSTALLATION POINTS
M METEOROLOGY SCHOOLS
MC MODIFICATION CENTERS
N NAVY SCHOOLS (AVIATION ORDNANCE)
OC OFFICERS CANDIDATE SCHOOLS
OR OVERSEAS REPLACEMENT TRAINING CENTER
P PHOTOGRAPHIC SCHOOLS
R RADIO SCHOOLS
RD RADAR SCHOOLS
RI RADIO INSTRUCTORS SCHOOLS
RS RADIOSONDE SCHOOLS
S STATISTICAL SCHOOLS
T TURRET SCHOOLS
TO TECHNICAL OFFICERS TRAINING SCHOOLS

HEADQUARTERS
TECHNICAL SCHOOLS
BASIC TRAINING CENTERS

RESTRICTED

HEADQUARTERS
ARMY AIR FORCES
TRAINING COMMAND
FORT WORTH TEXAS

ACTIVITIES MAP
TECHNICAL TRAINING STATIONS
1 OCTOBER 43
PREPARED BY AAFTC A-4 DIVISION

SCALE OF MILES
50 0 50 100 150

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EXHIBIT

FLYING TRAINING

ARMY AIR FORCES TRAINING COMMAND

WESTERN FLYING TRAINING COMMAND

CENTRAL FLYING TRAINING COMMAND

EASTERN FLYING TRAINING COMMAND

RESTRICTED

PACIFIC OCEAN

WASHINGTON
MONTANA
NORTH DAKOTA
SOUTH DAKOTA
WYOMING
OREGON
CALIFORNIA
NEVADA
IDAHO
UTAH
COLORADO
NEBRASKA
KANSAS
MINNESOTA
IOWA
MISSOURI
WISCONSIN
ILLINOIS
MICHIGAN
INDIANA
OHIO
KENTUCKY
TENNESSEE
ARKANSAS
MISSISSIPPI
ALABAMA
GEORGIA
LOUISIANA
OKLAHOMA
TEXAS
NEW MEXICO
ARIZONA
MICH
VERMONT
NH
MASS
CONN
NEW YORK
PENNSYLVANIA
WEST POINT
NJ
MARYLAND
DEL
W VA
VIRGINIA
NORTH CAROLINA
S CAR
FLORIDA
GULF OF MEXICO

MATHER FLD
STOCKTON
MERCED
DOS PALOS
LEMOORE
KING CITY
VISALIA
TULARE
SANTA MARIA
BAKERSFIELD
TAFT
LANCASTER
OXNARD
VICTORVILLE
ONTARIO
TWENTY-NINE PALMS
SANTA ANA
HEMET
BLYTHE
INDIAN SPRINGS
LAS VEGAS
KINGMAN
YUCCA
WICKENBURG
GLENDALE
SCOTTSDALE
MESA
LUKE FLD
DATE-LAN
CHANDLER
COOLIDGE
DAVIS-MONTHAN
TUCSON
MARANA
DOUGLAS
YUMA
GILA BEND
AJO
ALBUQUERQUE
ROSWELL
HOBBS
DEMING
CARLSBAD
PECOS
MARFA
FORT STOCKTON
LA JUNTA
GARDEN CITY
DODGE CITY
LIBERAL
PAMPA
CHILDRESS
ALTUS
FT SUMNER
FT FREDERICK
VERNON
SOUTH PLAINS
LUBBOCK
STAMFORD
LAMESA
SWEETWATER
BIG SPRING
MIDLAND
SAN ANGELO
BALLINGER
GOODFELLOW FLD
COLEMAN
BRADY
PITTSBURG
INDEPENDENCE
WINFIELD
COFFEYVILLE
MIAMI
PONCA CITY
ENID
TULSA
EL RENO
OKLAHOMA CITY
MUSKOGEE
CHICKASHA
SHERMAN
DENTON
BONHAM
GREENVILLE
TERRELL
FT WORTH
TARRANT FLD
HICKS FLD
CORSICANA
WACO
BLACKLAND
BRYAN
SAN ANTONIO
RANDOLPH FLD
BROOKS FLD
KELLY FLD
SAAGC
VICTORIA
FOSTER FLD
MATAGORDA PEN
MATAGORDA IS
DEL RIO
HONDO
UVALDE
EAGLE PASS
GUERO
ALOE FLD
ELLINGTON FLD
LAREDO
HARLINGEN
MISSION
LAGUNA MADRE
LAFAYETTE
MONROE
BASTROP
PINE BLUFF
CAMDEN
JACKSON
CLARKSDALE
GREENWOOD
COLUMBUS
GREENVILLE
STUTTGART
HELENA
BLYTHEVILLE
NEWPORT
WALNUT RIDGE
JONESBORO
MC BRIDE
CAPE GIRARDEAU
SIKESTON
MALDEN
E ST LOUIS
LAWRENCEVILLE
CHANUTE FLD
SEYMOUR
LOCKBOURNE
UNION CITY
NASHVILLE
SMYRNA
JACKSON
COURTLAND
DECATUR
TUSCALOOSA
TUSKEGEE
MONTGOMERY
SELMA
MAXWELL FLD
GUNTER FLD
DOTHAN
BAINBRIDGE
VALDOSTA
ALBANY
MOULTRIE
DOUGLAS
AMERICUS TURNER FLD
MACON
AUGUSTA
CAMDEN
SUMTER
ORANGEBURG
BENNETTSVILLE
LAKELAND
AVON PARK
SEBRING
DORR FLD
ARCADIA
CARLSTROM FLD
OCALA
WESTON
FT MYERS
NAPLES
CORAL GABLES (UNDER CFTC)
VALPARAISO
MARIANNA
PANAMA CITY
APALACHICOLA

LEGEND

- HQ AAF TRAINING COMMAND
- HQ AAF FLYING TRAINING COMMANDS
- HQ AAF FLYING TRAINING WINGS
- AAF STATIONS
- AAF CONTRACT STATIONS
- SUB-POST STATIONS
- ****AAF FLYING TRAINING COMMANDS

AG ADVANCED GLIDER SCHOOLS
B PILOT SCHOOLS (BASIC)
BA PILOT SCHOOL (BASIC-ADVANCED)
BS BOMBARDIER SCHOOLS
CC CLASSIFICATION CENTERS
EI SPECIALIZED PILOT SCHOOL (N.E.I.)
2E PILOT SCHOOLS (SPECIALIZED 2 ENGINE)
4E PILOT SCHOOLS (SPECIALIZED 4 ENGINE)
F ADVANCED TWO-ENGINE FIGHTER SCHOOL
FG FLEXIBLE GUNNERY SCHOOLS
G FIXED GUNNERY SCHOOLS
I CENTRAL INSTRUCTORS SCHOOL
IB INSTRUCTORS SCHOOLS (BOMBARDIER)
IF " " (FIXED GUNNERY)
IG " " (FLEX GUNNERY)
II " " (INSTRUMENT PILOT)
L PILOT SCHOOLS (LIAISON)

N NAVIGATION
P PILOT SCHOOLS (PRIMARY)
PA PILOT SCHOOLS (PRIMARY-ADVANCED)
PF PREFLIGHT SCHOOLS
SE PILOT SCHOOLS (ADVANCED SINGLE ENGINE)
TE PILOT SCHOOLS (ADVANCED TWO ENGINE)
W PILOT SCHOOLS (WOMEN)
COLORED CLASSIFICATION CENTER, PILOT SCHOOL (BASIC-ADVANCED), AND PREFLIGHT SCHOOL
COLORED PILOT SCHOOL (PRIMARY)

HEADQUARTERS ARMY AIR FORCES TRAINING COMMAND
FORT WORTH

ACTIVITIES
FLYING TRAINING
1 OCT

PREPARED BY

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EXHIBIT 1
FLYING TRAINING STATIONS

ARMY AIR FORCES TRAINING COMMAND

WESTERN FLYING TRAINING COMMAND
CENTRAL FLYING TRAINING COMMAND
EASTERN FLYING TRAINING COMMAND

WASHINGTON
MONTANA
NORTH DAKOTA
SOUTH DAKOTA
WYOMING
NEVADA
IDAHO
UTAH
COLORADO
NEBRASKA
KANSAS
OKLAHOMA
TEXAS
NEW MEXICO
ARIZONA
MINNESOTA
IOWA
MISSOURI
ARKANSAS
LOUISIANA
WISCONSIN
ILLINOIS
MICHIGAN
INDIANA
OHIO
KENTUCKY
TENNESSEE
MISSISSIPPI
ALABAMA
GEORGIA
FLORIDA
VIRGINIA
NORTH CAROLINA
SOUTH CAROLINA
WEST VIRGINIA
MARYLAND
DELAWARE
NEW JERSEY
NEW YORK
PENNSYLVANIA
MAINE
VERMONT
NEW HAMPSHIRE
MASS
CONN
RI
WEST POINT
MEXICO
GULF OF MEXICO

SE ADV
TE ADV
4E OPERATIONAL
TACTICAL CENTER
AIR ARMY
COLORED
HEADQUARTERS

· LEGEND ·

AINING COMMAND
YING TRAINING COMMANDS
YING TRAINING WINGS
ONS
ACT STATIONS
STATIONS
G TRAINING COMMANDS

AG ADVANCED GLIDER SCHOOLS
B PILOT SCHOOLS (BASIC)
BA PILOT SCHOOL (BASIC-ADVANCED)
BS BOMBARDIER SCHOOLS
CC CLASSIFICATION CENTERS
EI SPECIALIZED PILOT SCHOOL (N.E.I.)
2E PILOT SCHOOLS (SPECIALIZED 2 ENGINE)
4E PILOT SCHOOLS (SPECIALIZED 4 ENGINE)
F ADVANCED TWO-ENGINE FIGHTER SCHOOL
FG FLEXIBLE GUNNERY SCHOOLS
G FIXED GUNNERY SCHOOLS
I CENTRAL INSTRUCTORS SCHOOL
IB INSTRUCTORS SCHOOLS (BOMBARDIER)
IF " " (FIXED GUNNERY)
IG " " (FLEX GUNNERY)
II " " (INSTRUMENT PILOT)
L PILOT SCHOOLS (LIAISON)
N NAVIGATION
P PILOT SCHOOLS (PRIMARY)
PA PILOT SCHOOLS (PRIMARY-ADVANCED)
PF PREFLIGHT SCHOOLS
SE PILOT SCHOOLS (ADVANCED SINGLE ENGINE)
TE PILOT SCHOOLS (ADVANCED TWO ENGINE)
W PILOT SCHOOLS (WOMEN)
X COLORED CLASSIFICATION CENTER, PILOT SCHOOL (BASIC-ADVANCED), AND PREFLIGHT SCHOOL
Y COLORED PILOT SCHOOL (PRIMARY)

RESTRICTED
HEADQUARTERS
ARMY AIR FORCES
TRAINING COMMAND
FORT WORTH TEXAS

ACTIVITIES MAP
FLYING TRAINING STATIONS
1 OCTOBER 43
PREPARED BY AAFTC A-4 DIVISION

SCALE OF MILES
50 0 50 100 150

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

IPWAF

Basic Information and Assumptions

The ground rules used in the preparation of this plan either as given by Headquarters Army Air Forces or revised or assumed by the Training Command are as follows:

a. The Post War Air Force will be activated at complete strength six months after the cessation of hostilities in such a manner that the training program will start to function immediately and the production of the training program will replace personnel lost to the Air Forces at the anticipated stabilized turnover rate.

b. A peacetime universal service law will be passed requiring all physically qualified males to serve a minimum of one year in enlisted status or 3 years as an officer in one of the military forces.

c. Inductees under the universal service law will be given foreign service only upon volunteering to serve for 2 years instead of one.

d. Qualified personnel will be permitted to enlist before being called for induction under the universal service law but the initial enlistment will be for one year for domestic service and 2 years for foreign service. All inductees and first term enlistees will be in the active enlisted reserve which will comprise 50 percent of the enlisted strength of the Air Forces. The active enlisted reserve will be comprised of 40 percent serving one year and 60 percent serving 2 years.

e. The enlisted strength of the regular Army will be made up of personnel volunteering for 3 year enlistment after satisfactory completion of a term of service. All warrant officers will be procured from regular Army enlisted personnel having completed one or more three year enlistments. It is assumed that 25 percent of regular Army enlisted men will reenlist upon expiration of their tour of duty. Only regular Army enlisted men will be given technical training.

f. The officer strength will be composed of 50 percent regular Army and 50 percent reserve serving for 3 years.

TAB
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g. The distribution of officer grades, the minimum time required in each grade and the maximum years of service allowed before promotion to each grade or forced separation from the active service will be such as to insure the selection and early promotion of the most competent officers and prevent stagnation.

h. The universal service law will provide deferment to students of accredited colleges who have volunteered for duty with the military forces after completion of college and the accompanying ROTC courses. This duty would involve one year in enlisted status or 3 years as an officer.

i. Flight officers may be substituted for rated second lieutenants.

j. Only rated personnel will be eligible for command of Flying Organizations. A survey of the chart showing the Military Occupational Specialties prepared by Headquarters Army Air Forces indicates that a ratio of rated to non-rated personnel of approximately 1 to 1, exclusive of the Anti Aircraft Command, is desirable instead of 1 to 2 as indicated in the chart. This training plan is, therefore, based upon 50 percent of the replacements being trained as rated officers exclusive of those trained for the Anti Aircraft Command.

k. The study of the chart showing Military Occupational Specialties also indicates that approximately 20 percent of the officer personnel should receive technical specialty training.

l. The training plan is based upon furnishing replacements for the following Air Force:

	Off. & Flight Off.		W/O	EM	
	Regular	Reserve	Regular	Regular	Reserve
Tactical Air Forces	31,500	31,500	1,900	230,000	230,000
Anti Aircraft Command	5,000	5,000	300	65,000	65,000
Air Transport Command	1,500	1,500	100	10,000	10,000
Training Command	9,000	9,000	500	70,000	70,000
	47,000	47,000	2,800	375,000	375,000

m. The training for the Navy and Army will be considered as an overload on the training for the Air Forces equal to 20 percent of the training of all rated personnel and 20 percent of the enlisted personnel being trained in technical subjects relating directly to the maintenance and operation of aircraft.

n. The Air Forces will be required to accomplish all training of its own personnel, including Arms and Services. A school of aviation medicine and an Air Force Nurse Corps School will be required.

o. A program for the continued training of regular Army officers is required.

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r. All personnel honorably discharged from the active service will be placed in an inactive reserve and required to maintain their proficiency for a period of 5 years. A program will be prepared for the continued training of this personnel on inactive reserve status. (Note. Plan will provide an alternate to maintain proficiency 3 years)

s. Central Instructors Schools should be maintained by the Training Command to insure uniform instruction and develop methods of teaching in the various types of training specialties. These schools may be separate institutions or operate in conjunction with schools teaching allied subjects.

r. The location of stations tentatively selected to accomplish the complete program of the Training Command will be determined by the following:

(1) A relatively compact training establishment is considered desirable.

(2) If possible stations should be selected outside the Eastern and Western Defense Zones.

(3) Permanent stations or stations with facilities requiring the smallest amount of upkeep should be given first consideration.

(4) Training establishments should be of a size to operate at maximum efficiency.

s. Facilities will be provided for basic training and technical training and one flight school for negroes.

t. All stations will be designed for a student population to operate at a maximum efficiency, but a 10 percent overload can be added if necessary for the training of foreign nationals.

u. Facilities will be provided for the training of Womens Air Corps personnel.

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Enclosure "D"
Antiaircraft Artillery

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON, D. C.

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SECRET
1/4/44

WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON, D. C.

4 February 1944

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS:
(Attention: Post War Division)

Subject: AAA Post War Establishment.

1. Attached is the preliminary estimate of the Antiaircraft Artillery establishment to be included in the post war plans for the Army Air Forces.

H. R. OLDFIELD
Major General, U. S. Army
Special Asst for Antiaircraft

1 Incl.
as above

Intel Bur. 2/5/44

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POST WAR AIR FORCE

ANTIAIRCRAFT ARTILLERY

I. ASSUMPTIONS.

1. The assumption, implicit in the preliminary plan for a Post War Air Force (secret letter this Headquarters, 11 Dec 1943, subject: Post War Air Force), that antiaircraft artillery functions as an administrative service only for the local defense of air fields is incorrect and can not be accepted as a basis for planning. Integration of the antiaircraft artillery with the Air Forces is a declared policy of this Headquarters. Antiaircraft artillery, thus integrated with the Air Forces, must function as an active, combat element in unified air defense with fighter aviation to protect all vital military and political objectives and must in addition be capable of operating with the Ground Forces. The basic assumption must, therefore, be introduced that antiaircraft artillery as an organic part of the Air Forces must be so integrated into the organization as to perform the functions indicated.

2. The assumptions on which this plan is based, with the above exception, are as outlined in subject letter with the following additions:

a. That the general deployment of the 105 air force groups will conform to JCS 570 series.

b. That all antiaircraft artillery will be an integral part of the air force but that there will exist a ground force antiaircraft artillery arm consisting of air force trained personnel attached to the ground forces for combined training and operation with mobile ground forces.

c. That antiaircraft artillery units will be maintained at a peace strength, this strength to be the minimum at which the unit can function at the outbreak of war, pending reinforcement from officer and enlisted reserves.

d. That 70 per cent of the personnel in the continental forces will be inductees. The remaining 30 per cent must be regular troops to perform essential staff and training functions and to support the necessary turnover for overseas duty.

e. That antiaircraft artillery unit training will be under air force commanders of both continental and overseas air forces.

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f. That an overseas replacement pool is established consisting principally of personnel in transit on overseas turnover.

II. PLAN

3. General.

a. The head of the antiaircraft artillery to be a deputy chief of the air staff with a small complement of officers as assistants.

b. Antiaircraft artillery officers to be included in the pertinent divisions of the air staff and air commands.

c. One antiaircraft division headquarters with each air force headquarters, the commander thereof on a status with respect to the air force commander similar to that of officer in a above with respect to the commander in chief. The primary functions of this headquarters will be advice to the air force commander and a general supervisory agency for antiaircraft artillery matters including tactical and technical aspects of unit training.

d. An antiaircraft artillery school for the basic tactical and technical training of antiaircraft officers.

e. An antiaircraft artillery school for the technical training of enlisted personnel.

f. An antiaircraft artillery board as a section of the air forces board.

g. The following general categories of employment of antiaircraft artillery are involved:

(1) Protection of ports, cities, air bases, and other vital establishments in conjunction with fighter aviation and an aircraft warning service.

(2) Operations with ground forces.

4. Troop Requirements.

Under the assumptions as indicated in section I and the general plan in paragraph 3, the minimum troop requirements were computed and are attached as Inclosure No. 1.

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POST WAR AIR FORCE

ANTIAIRCRAFT ARTILLERY TROOP REQUIREMENTS

A. OVERSEAS

Unit	No. of Units	Officers	W.O.	E.M.	Aggregate
AA Div Hq & Hq Btry	3	60	18	210	288
AA Brig Hq & Hq Btry	16	160	48	560	768
AA Gp Hq & Hq Btry	49	441	147	1715	2303
AA Gun (M) Bn	37	814	111	18500	19425
AA Gun (SM) Bn	37	777	111	16650	17538
AA AW (M) Bn	37	814	111	18500	19425
AA AW (SM) Bn	37	777	111	16650	17538
AA SL Bn	50	900	150	30000	31050
AAOR Section	16	96	16	688	800
AA Maintenance Btry	16	64	--	1920	1984
Totals		4903	823	105,393	111,119

B. CONTINENTAL UNITED STATES

AA Div Hq & Hq Btry	3	60	18	210	288
AA Brig Hq & Hq Btry	13	130	39	455	624
AA Gp Hq & Hq Btry	29	261	87	1015	1363
AA Gun (M) Bn	23	506	69	11500	12075
AA Gun (SM) Bn	24	504	72	10800	11376
AA AW (M) Bn	23	506	69	11500	12075
AA AW (SM) Bn	24	504	72	10800	11376
AA SP Bn	26	546	78	11700	12324
AA SL Bn	22	396	66	13200	13662
AAOR Section	13	78	13	559	650
AA Maintenance Btry	13	52	--	1560	1612
Student Officers & E.M.		1131	--	1500	2631
AA School & Board Overhead		250	100	1500	1850
Staff Duty other than AA Units		200	--	--	200
Overseas Replacement Pool		550	88	10,118	10,756
Totals		5674	771	86,417	92,862

C. AGGREGATE

Overseas	4903	823	105,393	111,119
Continental United States	5674	771	86,417	92,862
	10,577	1594	191,810	203,981

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D. BREAKDOWN AS TO GENERAL ASSIGNMENT

Assignment	AA Gun Bns	AA AW Bns	AA SP Bns	AA SL Bns	Total Bns
Air bases	52	52	—	35	139
Overseas Ports & V.P.'s & Naval bases	26	26	—	17	69
V.P.'s & Naval bases in U. S.	30	30	—	20	80
Ground Forces	13	13	26	—	52
Total Bns	121	121	26	72	340

Abbreviation Key —

M - Mobile
SM - Semi-mobile
AW - Automatic weapons
SL - Searchlight
SP - Self-propelled
Gp - Group
Div - Division
AAOR - Antiaircraft operations room

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Enclosure "E"
Air Transp. Command

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ADDRESS REPLY TO
ARMY AIR FORCES
HEADQUARTERS, AIR TRANSPORT COMMAND
WASHINGTON, D. C.

ARMY AIR FORCES
HEADQUARTERS, AIR TRANSPORT COMMAND
WASHINGTON

AFATC/PL/WBH/dam
6 February 1944

MEMORANDUM FOR THE ASSISTANT CHIEF OF AIR STAFF, PLANS
(Attention: Chief, Post War Division)

Subject: Post War Air Force

THE PROBLEM:

1. Reference is made to letter of 11 December 1943 to the Commanding General, Air Transport Command, from the Chief of the Air Staff which requests that the Air Transport Command supply the Assistant Chief of Air Staff, Plans, with comments and suggestions with respect to the organization and composition of the post war United States Air Force, with particular reference to matters presently within the scope of the Air Transport Command.

2. The following assumptions have been furnished to this Command for planning purposes:

a. The Air Force is to be an autonomous division of a new Department of War, the other three being (1) the Army, (2) the Navy, and (3) the Joint Production, Procurement and Resources Division.

b. The Air Force will be an "M" day force instantly ready to repel attack or to quash any threat to world peace.

c. Air Force units will be stationed on an extensive chain of permanent bases extending from the Philippines eastward to the West Coast of Africa.

d. The Air Force will consist of a GHQ, six Air Forces, and appropriate commands. Of the six Air Forces, one will be deployed in the Atlantic, two in the Pacific, three in the United States, including Alaska and the Caribbean.

DISCUSSION OF FACTS BEARING ON THE PROBLEM:

3. The principal functions of the Air Transport Command, as presently constituted, are:

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a. The ferrying of tactical aircraft from the factories to the tactical units or to the foreign governments to which they are assigned, and the operation of schools to train ferrying personnel.

b. The transportation by air of personnel, materiel, mail, strategic materials and other cargoes for all War Department agencies (except those served by troop carrier units) and for any Governmental agency of the United States.

c. The control, operation, and maintenance of establishments and facilities on air routes outside the United States which are or which may be made the responsibility of the Commanding General, Army Air Forces, or which are assigned to the Air Transport Command, and airports of embarkation for routes over which the Air Transport Command operations.

d. The administration of priorities for air travel on aircraft operated by or under contract for the Air Transport Command and on civil air carriers.

4. The post war requirements for an organization to ferry aircraft from the factories to the tactical units to which they are assigned will depend on the rate at which tactical units must be expanded following the outbreak of hostilities, plus the rate of attrition. The directive mentioned in paragraph 1 contains no advice which provides a basis for estimating ferrying requirements. It is therefore assumed that all tactical aircraft will be ferried by combat crews during peacetime and that such a ferrying organization as may be required following the outbreak of hostilities can be built up from scratch simultaneously with the expansion of aircraft production to meet the requirements of actual warfare. There is no indication that the personnel of the post war Air Force assigned to ferrying need exceed the small number required to prepare and keep up to date plans, equipment and facilities to train Operational Training Units for service within a minimum of time following "M" day. Such a plan would obviously be largely based upon the experience gained in the present war.

5. Similarly, a small number of the post war air transport personnel should be charged with the duty of studying and keeping currently up to date the best methods of administering priorities and the control of traffic in the event of war. No unusual difficulties in building up an organization to administer priorities on a broad scale following the outbreak of hostilities is foreseen, especially as there will be available the record of the experience gained in the administration of priorities during the present war.

6. If the post war "M" day Air Force is capable of bringing the next war to a quick and successful conclusion by crushing blows from established bases and stockpiles of materiel located at those bases, very

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little need for military air transport services will exist. Such an assumption, however, would hardly appear realistic in the light of past experience. It is therefore assumed (a) that the next war, like all previous wars, will extend over a relatively long period of time, (b) that the tactics of the enemy in actual combat will require a revision of plans made in time of peace, (c) that the United States will carry the war to the enemy, occupying enemy territory and conducting operations from new bases established in such territory, and (d) that military requirements for overall transportation facilities in the next war will be proportionately as great as they have been in the past. The latter assumption would seem almost of necessity to follow from the fact that the increasing complexity of modern warfare requires a continually increasing volume of supply per man in the field.

7. If the assumptions contained in the foregoing paragraph are correct, the size of the post war "M" day military air transport organization should be at least in the same ratio to the size of the overall post war air combat force as the size of the present day air transport organization is to the present day air combat force. It seems probable that the demand for air transportation will be proportionately greater than it is now for the following reasons:

a. The rapid technological development of aeronautics is constantly improving the efficiency of air transportation as compared with other forms of transportation.

b. The trend of modern warfare is in the direction of mobility as contrasted with reliance on heavy fortifications and fixed defenses. This trend accentuates the importance of speed in transportation.

8. The autonomous post war Air Force described in the letter from the Chief of the Air Staff to which reference is made in paragraph 1 above, is roughly 40 percent as large as the existing Air Force of the United States. If the size of the overall post war military establishment is to be in the same proportion to its present size, it follows, from the line of reasoning pursued in preceeding paragraphs, that the "M" day military air transport organization of the United States which is set up to serve the overall military establishment should be at least 40 percent as large as the present combined ATC and NATS operations including the operations conducted by the contract carriers for the military services. The tentative deployment of such an air transport organization is suggested in Appendix A.

9. It is not proposed that an "M" day air transport organization should be maintained at full strength throughout the period of peace. It seems probable that, as in the past, international developments will indicate the imminence of war sufficiently in advance so that a reasonable amount of time will be available for building the military establishment

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up to the "M" day strength. While there is no assurance that the warning signals which may be given will be heeded, the availability of adequate and well-protected stockpiles of materiel and the existence of the aircraft and trained personnel of the civil airlines which can be called into military service in an emergency, should make possible the normal peacetime activation of the air transport component of the autonomous Air Force at a lower percentage of "M" day strength than would be safe in the case of tactical air force units.

10. It seems logical that the minimum post war military air transport organization should not be reduced below a size which would enable it to perform the following functions:

a. Provide such regular air transport services as may be required to serve military bases of the Autonomous Air Force, the Army and the Navy which are not adequately served by civil airlines or other means of transportation, including tactical aircraft and surface transportation.

b. Operate at least occasional air transport services over all principal air routes between the United States and the outlying bases, which are a part of the defensive system of the United States, for training and familiarization purposes.

c. Operate the airways communications system and navigational aids on all airways between the United States and outlying military bases except those which it may later be found advisable to have operated by the Civil Aeronautics Administration or other U. S. Governmental authority.

d. Maintain in being an organization capable of effecting on expansion to "M" day strength, including the training of personnel required therefore.

e. Maintain familiarity with technical developments in aeronautics, especially those which pertain to air transportation.

11. Appendix B contains a tentative plan for a minimum strength air transport component of an "Initial Postwar Air Force" capable of meeting the requirements stated in the preceeding paragraph.

12. Attached as Appendix C is a map which shows tentative air routes outside the continental limits of the United States over which the air transport component of the "Initial Postwar Air Force" would presumably operate to the outlying bases designated in JCS 570/2. Also indicated on the map are present international civil air routes of the United States for which permanent CAB certificates have been issued and additional routes which were proposed in a letter of 26 January 1944 from the Chairman of the Civil Aeronautics Board to the Secretary of War.

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CONCLUSIONS:

13. The military importance of air transportation will tend to increase in the future.

14. The size of the "M" day air transport component of the proposed post war autonomous Air Force should be proportionately at least as large as the combined operations of ATC, NATS and the contract carriers, considered in relation to the present overall military establishment of the United States.

15. The post war "M" day air transport force, based on the foregoing assumption, should have at least the equivalent of 300 transport aircraft of an average gross weight of 48,000 lbs., and the personnel required to operate this number of aircraft is tentatively estimated at the equivalent of 50,000 officers and men including 4,500 officers of which 1,800 would be pilot officers.

16. During peacetime the military air transport force should be reduced substantially below "M" day strength. At 20 percent of "M" day strength, the theoretical military air transport force would comprise the equivalent of 60 airplanes of an average gross weight of 48,000 lbs. and 10,000 officers and enlisted men, including 900 officers of which 360 would be pilot officers. This would be the equivalent of a squadron of 10 planes, of an average gross weight of 48,000 lbs., for each of the six Air Forces of the peacetime Autonomous Air Forces.

17. It is suggested that an air transport force such as that contemplated in paragraph 16 above would be the minimum force that could meet the peacetime air transport requirements of the military establishment and be capable of rapid expansion to full "M" day strength on short notice.

18. It is believed that, in an emergency, the equipment and personnel required for expansion to full "M" day strength could be withdrawn from the civil airlines of the United States without unduly disrupting their necessary domestic activities.

For the Commanding General:

Geo. Richardson

GEORGE RICHARDSON
Lt. Colonel, Air Corps
Acting Assistant Chief of Staff
Plans

Inclosures
Appendices A, B & C

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APPENDIX "A"

SUGGESTED "M" DAY STRENGTH

of the

AIR TRANSPORTATION COMPONENT

of the Proposed

AUTONOMOUS AIR FORCE

1. The assumptions in the basic memorandum, of which this appendix is a part, indicate the need for an "M" day military air transport organization at least 40 percent as large as ATC and NATS, as presently constituted, less the ATC Ferrying Division and including the aircraft assigned to contract carriers and personnel engaged in contract carrier operations for the Army and the Navy.

2. ATC and NATS transport aircraft on hand as of the beginning of 1944 including the aircraft assigned to contract carriers (but excluding aircraft assigned to training and aircraft incidental to ferrying activities) was as follows:

Air Transport Command

Type	Number	Approximate Aggregate Gross Weight (Pounds)
C-87, C-24, LB-30	98	5,684,000
C-54, C-54A	76	4,940,000
C-75	5	250,000
C-46	164	7,872,000
C-47, C-48, C-49, C-53	284	8,236,000
C-73	3	60,000
C-67	3	90,000
C-36, C-56, C-57, C-60	27	540,000
TOTAL	660	27,672,000

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Naval Air Transport Service

Type	Number	Approximate Aggregate Gross Weight (Pounds)
R5D-1 (C-54)	14	910,000
R4D (DC-3)	74	2,146,000
R50-3 (Lodestar)	3	60,000
R-30 (Electra)	2	40,000
PB2Y-3	27	1,890,000
PBM-3R	42	2,100,000
B-314	8	720,000
S-44	2	120,000
XPB2M-1R (Mars)	1	140,000
TOTAL	173	8,126,000

3. As of January, 1944, the total number of transport aircraft of all types operated by and for the Air Transport Command and the Naval Air Transport Service (exclusive of training aircraft and aircraft incidental to ferrying operations) was 833, of an approximate total gross weight of 36,000,000 pounds. In terms of gross weight this is equivalent to 750 aircraft of an average gross weight of 48,000 lbs. (See Note).

Forty percent of this number, representing theoretical post war "M" day strength, is roughly equivalent to 300 aircraft of an average gross weight of 48,000 lbs.

NOTE: A military air transport force requires many different types of aircraft to meet varying operating requirements and conditions. It is believed that it would unnecessarily complicate this paper to estimate the post war aircraft requirements of the military air transport force of the United States in terms of each of the various types aircraft that will be needed. Therefore it will be assumed that the planes assigned to the post war air transport force will have an average gross weight of 48,000 lbs. (For example: A force of ten transports consisting of 2 C-54s, 2 C-87s, 3 C-46s and 3 C-47s would average approximately the figure indicated.)

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4. The number of personnel required to operate the air transport component of an initial post war Air Force at full "M" day strength will depend on many factors, some of which are: the number and location of bases to be operated, the functions to be performed at each base, the extent to which airplanes and ground facilities are utilized. These and other factors which must be taken into future consideration are impossible to determine at this time. Therefore it becomes necessary to proceed on certain arbitrary assumptions based on past experience. The following assumptions are used in this memorandum:

	Number per Plane
Three pilot crews will be allocated to each plane.	6 officer pilots
Approximately 60% of total officer strength will consist of non-pilot officers.	9 non-pilot officers
TOTAL	15 officers
There will be approximately 10 enlisted men for each officer.	150 enlisted men
TOTAL military personnel per plane (excluding arms and services)	165 officers and men

5. For convenience in planning it is suggested that the post war "M" day military air transport force be considered in terms of squadrons of 10 planes each, five squadrons making up a group. Thus an "M" day air transport organization of 300 planes would permit the theoretical assignment of one air transport group (50 planes) to the area in which each of the six tactical Air Forces of the post war Air Force will be deployed. Operational control should remain, as at present, in a single command in order to provide the flexibility and freedom of action that is required in an organization that cuts across theater lines.

6. Overall personnel strength of the "M" day transport component of an autonomous Air Force, based on the assumptions listed in paragraphs 4 and 5, would amount to approximately 50,000 officers and men (excluding arms and services) of which 1,800 would be pilot officers, 2,700 non-pilot officers, 45,500 enlisted men. Each group would have a complement of approximately 300 pilot officers, 450 non-pilot officers and 7,500 enlisted men. Each squadron would have a complement of 60 pilot officers, 90 non-pilot officers and 1,500 enlisted men.

In addition, there would be a requirement for personnel to staff the Headquarters which is estimated at 1,500 officers and men. The functions of the Headquarters will be discussed in Appendix "B" which contains a proposal for peacetime organization of the air transport component of the Initial Post War Air Force.

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APPENDIX "B"

SUGGESTED PEACETIME STRENGTH of the AIR TRANSPORTATION COMPONENT of the Proposed AUTONOMOUS AIR FORCE

1. It is believed that the minimum air transport component of the peacetime Air Force which will be capable of meeting the requirements stated in paragraph 10 of the basic memorandum, of which this appendix is a part, should be at least 20 percent of its "M" day strength. In Appendix A, it is suggested that the full "M" day transport force should contain the equivalent of 300 transport planes of an average gross weight of 48,000 lbs., with the equivalent of 50 such planes assigned to each of the six tactical Air Forces of the proposed Autonomous Peacetime Air Force as a group of 5 squadrons of 10 planes each. On the basis of 20 percent activation in peacetime, one squadron of 10 planes per tactical Air Force, would be available for service.

2. A squadron of 10 planes per tactical Air Force would appear the absolute minimum necessary for the performance of two of the primary functions proposed for the peacetime military air transport organization, namely: (a) to provide regular air transport services to certain bases; and (b) to operate occasional air transport services over all proposed routes for training and familiarization purposes. (See map, Appendix C). Other facilities would be needed for additional training of military air transport personnel in the latest operating techniques, use of newest types of equipment and familiarization with commercial routes extending beyond the defense areas. It is suggested that arrangements be made with commercial airlines to secure such necessary additional training by the assignment of military personnel to the airlines on detached duty.

3. Activation of the military air transport component of the peacetime Air Force on the basis of 20 percent of theoretical "M" day strength would require a personnel strength of 10,000 officers and men on the basis of the assumptions used in Appendix A. This figure includes 900 officers of which 360 are assumed to be pilot officers. The squadron which would be assigned to each of the six Air Forces would have a complement of 60 pilot officers, 90 non-pilot officers and 1,500 men.

4. The activation during peacetime of only one 10 plane transport squadron in each Air Force, equivalent to a total of 60 aircraft for the entire Autonomous Air Force, would mean that the equivalent of 240 additional transports would be required to bring the peacetime air transport

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force up to "M" day strength. Such transport airplanes as could not be obtained from new production would have to be obtained by negotiated purchase or requisition from the commercial airlines or private owners, and, similarly, the personnel required to operate and maintain the planes would have to be called into military service from civil life.

5. It has been estimated by the National Resources Planning Board that the probable minimum number of aircraft required for United States commercial airline operations on domestic and foreign routes two years after the end of the war will be equivalent of 1,000 aircraft of an average gross weight of 48,000 lbs. (See report entitled "Post-War Problems of the Aircraft Industry," by Melvin A. Brenner, Industrial Section, National Resources Planning Board, August, 1943.) On the basis of the National Resources Planning Board estimate, the number of transport airplanes required to build the peacetime military air transport force to "M" day strength would approximate only 24 percent of the commercial airline fleet as of the date indicated. This ratio compares favorably with the percentage of civil transport withdrawn from the airlines in 1941 and 1942. In those years approximately half of the total number of aircraft owned by American commercial airlines passed, by purchase or lease, into the hands of the United States Government and governments of other United Nations. From the above it appears that the demands to be made on the commercial airlines to bring the military air transport force up to "M" day strength are likely to be less burdensome in the future than was the case in the past. As production of transport planes increases with the pressure of wartime need, the equipment which may have been purchased or requisitioned from the commercial airlines at the outbreak of hostilities should be returned to the airlines to become a reserve available for emergencies that cannot adequately be met from production.

6. In Appendix A the "M" day Headquarters personnel is estimated at 1,500 officers and men. On the basis of 20 percent strength for a peacetime organization, a staff of 300 officers and men would be required not only for operational administration of the peacetime squadrons, but also to perform the following functions: (a) prepare, and keep up to date, plans, equipment and facilities necessary for the initiation of a ferrying program when required including supplies and courses of study for the prompt operation of Operational Training Units; (b) determine the best methods of administering priorities and control of traffic in the event of war; (c) study and maintain familiarity with technical developments in aeronautics and air transportation; (d) maintain close liaison with the civil carriers to secure proper training of military crews and to effect rapid transfer of civil aircraft to military use on the outbreak of hostilities; and (e) develop an organization of a size and quality capable of effecting a rapid expansion to "M" day strength.

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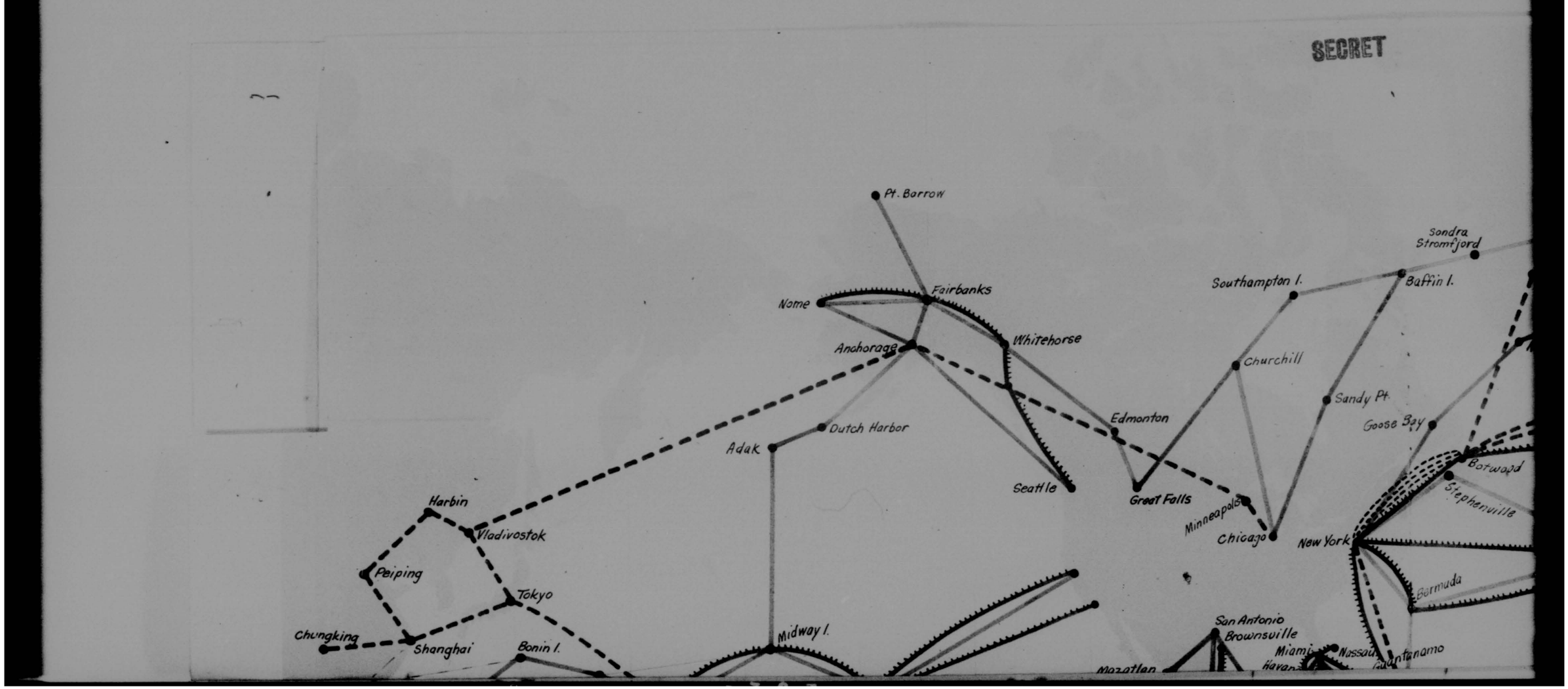

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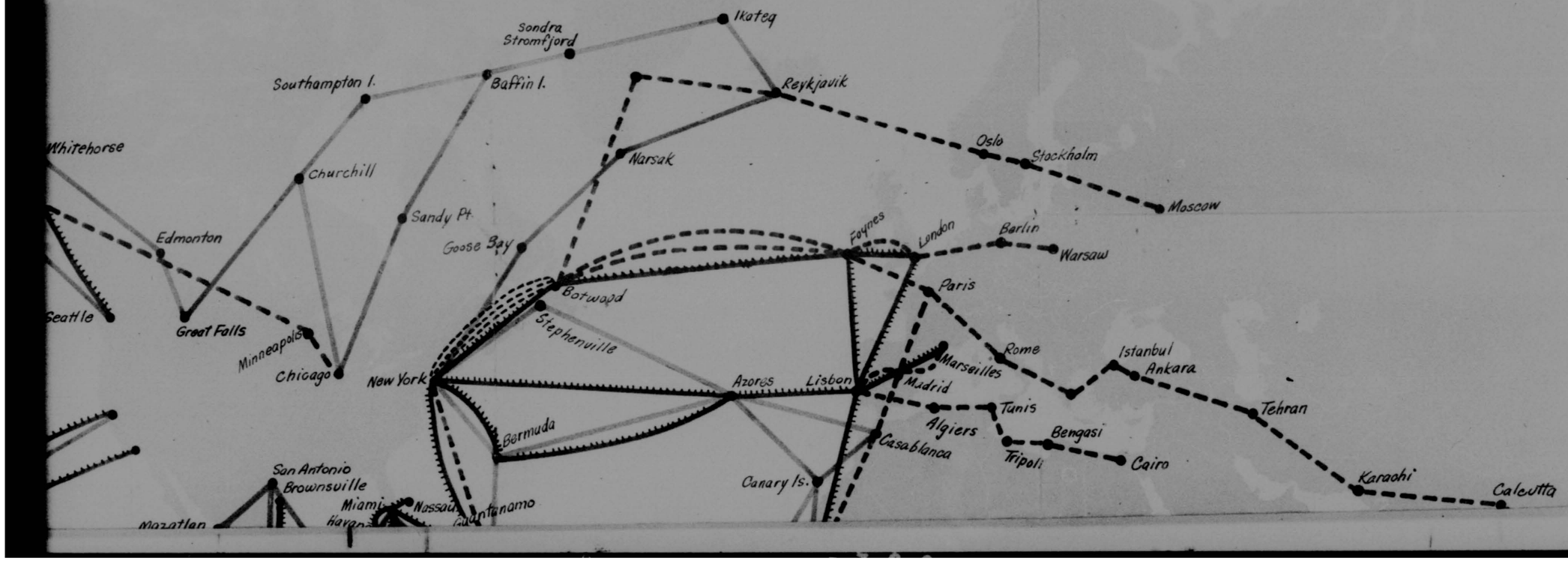

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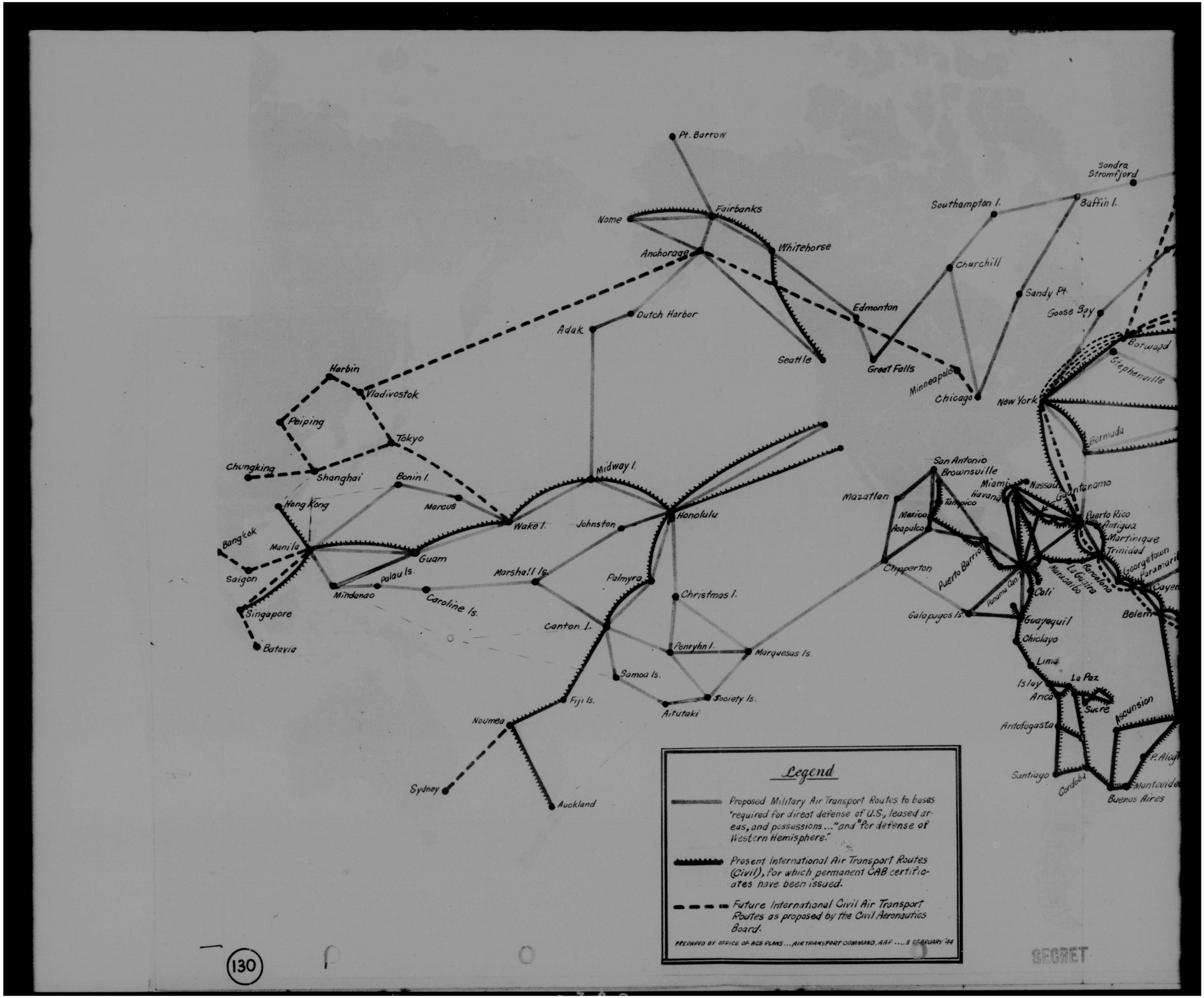

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Johannesburg
P. Alegre
Capetown
Santiago
Cordoba
Montevideo
Buenos Aires

Legend

Military Air Transport Routes to bases for direct defense of U.S., leased areas possessions ..." and "for defense of Hemisphere."

International Air Transport Routes for which permanent CAB certificates have been issued.

International Civil Air Transport as proposed by the Civil Aeronautics

PLANS ... AIR TRANSPORT COMMAND, AAF .... 3 FEBRUARY '44

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Preliminary Study By
Assistant Chief of Air Staff, Plans

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HEADQUARTERS, ARMY AIR FORCES
Washington 25, D. C.

25 February 1944

MEMORANDUM FOR CHIEF OF THE AIR STAFF:

SUBJECT: Initial Post War Air Force.

1. The attached study is approved for planning purposes.

2. It is directed that the specific studies recommended in Paragraph 2, Section IV thereof be undertaken as a matter of high priority by the Staff Sections respectively concerned.

/s/ H. H. Arnold
H. H. ARNOLD,
General, U. S. Army,
Commanding General, Army Air Forces.

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14 February 1944

INITIAL POST WAR AIR FORCE

Preliminary Study By
Assistant Chief of Air Staff, Plans

I. STATEMENT OF THE PROBLEM

1. To define the organization and composition of the initial post-war Air Force.

II. ASSUMPTIONS

2. It is assumed:

a. That upon cessation of hostilities and establishment of peace, the Nation will require a permanent military establishment capable of:

(1) Defending the Western Hemisphere and our possessions.

(2) Occupying strategic bases for our military defense and our economic well-being in order to:

a) Ensure access to essential raw materials,

b) Safeguard our unhampered use of sea routes, and

c) Provide for the military protection of our future global air commerce.

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(3) Supporting such International obligations as the United States may assume in furtherance of a peaceful world order.

(4) Expanding rapidly into an up-to-date, well-trained, well-equipped force of highest military quality.

b. That, in order to accomplish the mission outlined above, larger armed forces will be required than were maintained in former periods of peace.

c. That the force permanently under arms must be capable of striking quickly and forcibly in order promptly to extinguish any incipient threat against us, or against world peace.

d. That a strong "M" day Air Force, strategically deployed for prompt striking action, will be the most effective insurance against a new out-break of hostilities in areas within range of its bases.

e. That a land force will be required capable, in cooperation with the other Arms, of defending our strategic out-post stations and home bases.

f. That a naval force will be required to assist in the air and land force missions and to safeguard our essential sea lands from naval attack.

g. That, the U. S. will adopt a system of Universal Military Service and, if necessary, a Selective Service System to supplement the professional Armed Services. (See J.C.S. 431/1).

3. It is further assumed that J.C.S. 560 will be approved in substance, and there will be a complete revision of the U. S. military

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and naval services to provide a single Department of War broadly organized as follows:

a. A Secretary of War with four Under-Secretaries respectively heading four major subdivisions; the Ground Forces, the Air Forces, the Naval Forces and a combined Bureau of Procurement, Production and Resources, hereafter referred to as "Bureau of War Resources".

b. A Chief of Staff to the President in his constitutional capacity as Commander-in-Chief of the Armed Forces. The Chief of Staff to take precedence over all military, air and naval officers.

c. The Chief of Staff to preside over a Supreme War Council to consist of the Commanders of the Army, Air Force, Navy and Bureau of War Resources.

d. The Chief of Staff to have a compact General Staff, composed of officers detached from the four major service branches.

e. Each of the four service branches to have its own general staff to assist the commander in administering his respective service in accordance with the overall determination of the Chief of Staff to the President as advised by the General Staff and the Supreme War Council.

4. It is assumed also:

a. That within the above-mentioned framework, the Air Force will comprise an autonomous military service co-equal with the other three integral parts of the single "Service" Department.

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b. That the mission of the Air Force will consist of developing, training and maintaining a military force capable through the immediate exercise of air power, of defending the integrity of the U. S. and their possessions, of enforcing the U. S. foreign policy, and of supporting the ground and naval forces similarly engaged.

c. That the Air Force will therefore, under the President and the Chief of Staff, consist of an Air Commander with General Air Staff and appropriate commands for training, research and development, supply and maintenance, et cetera, and tactical units, divided into probably six Air Forces, so deployed as to best accomplish the primary mission.

d. That the Air Force will include all military aviation except ship-borne units operating with the Navy, and those artillery-control and "liaison" units operating with the Army.

III. DISCUSSION

5. For planning purposes it is accepted as axiomatic that:

a. Within the framework of the Department of War above referred to, the Air Force can be organized in whatever manner experience and careful thinking indicate to be most efficient and need not inherit from the other services structure, procedure or tradition not suited to its peculiar requirements.

b. Modern Warfare and its foreseeable evolution imposes upon the Air Force the responsibility of maintaining an "M" day force, instantly ready to oppose unheralded attack or to take the offensive and thwart an incipient threat before it has had opportunity to develop.

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c. Its efficiency as such "M" day force will require not less than fifty per cent of its complement in active service, exclusive of trainees, to be regular professional personnel and the balance to be composed of temporary adherents obtained through universal service and duly established reserves.

d. That a reserve pool of trained officers and enlisted men will be maintained in such a state of Training and in such numbers as to allow, in emergency, a rapid increase of the peace time force by at least 100% with minimum decline in unit effectiveness.

e. The complexity and technical intricacy of modern military aviation requires a high degree of specialization with a consequent steeply-pyramidal organization of command.

f. The speed inherent in military aviation and the rapidity of communication thereby required to exercise control make it imperative that administrative procedure be streamlined to the maximum; that "red tape" be ruthlessly eliminated and constantly guarded against; and, that communications technique be highly developed and well organized.

g. The technical advances to be expected in aviation and its ancillary sciences will require continuance of energetic research and development if the U. S. Air Force is to retain its present pre-eminent position.

6. Size, composition and deployment of the Air Force. Pending a later determination of specific details of the Air Force post war mission and of the precise amount of force and the best order of

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deployment to accomplish that mission, for present planning purposes it is accepted:

a. That, in the post war military establishment there will be approximately the following numbers of officers and men available to the three armed services:

	Active	Immediate Trained Reserve
Air Force	1,000,000	1,000,000
Army	500,000	2,000,000
Navy	500,000	500,000
	2,000,000	3,500,000

b. That Air Force units, constituting an "M" day force, will be stationed on an extensive chain of permanent bases extending from the Philippines eastward to the West Coast of Africa.

c. That the Air Force will consist of a GHQ, 6 Air Forces and appropriate commands.

d. That the tactical force will consist of 105 groups divided into

40 very heavy bombardment groups
2 heavy bombardment groups
4 medium and light bombardment groups
45 fighter groups
3 reconnaissance groups
11 troop carrier groups

e. That one Air Force will be deployed in the Atlantic-European-African area comprised of 10 VHB, 10 F and 1 TC groups.

f. That two Air Forces will be deployed in the Pacific-Asiatic area aggregating 25 VHB, 1 HB, 25 F, 1 RCON and 6 TC groups.

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g. That three Air Forces will be deployed in the U. S. (including Alaska and the Caribbean) aggregating 5 VHB, 1 HB, 4 M/LB, 10 F, 2 RTCN and 4 TC groups.

h. That the Air Force will have complete responsibility for training its own personnel, including arms and services.

i. That there will exist a "Naval Air Arm" consisting of Air Force trained personnel assigned to the Navy for special training and operations with ship-borne aircraft.

j. That there will be a requirement for the Air Force similarly to supply to the Army, trained personnel for artillery spotting, liaison, et cetera.

k. That the Air Force will be responsible for all phases of research development, design, production, distribution, maintenance, et cetera, of military aircraft and other materiel peculiar to aviation co-ordinated wherever advisable with the procurement and supply responsibilities of the Bureau of War Resources.

l. That an Air Force Service Command with subordinate units will be available in the Air Force to handle all matters of supply, maintenance and distribution for the Air Force not specifically delegated to other units or furnished by the Bureau of War Resources.

m. That there will be an Antiaircraft Artillery Command as an integral part of the Air Force. Air Defense Wings, Aircraft Warning Units and Antiaircraft artillery units will be required sufficient to enable the Air Force to provide a co-ordinated active air defense

(1) for its own establishments,

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(2) for such Army, Navy and civil installations as may be required, and

(3) for the mobile ground forces.

7. Organization.

a. It is believed that the "streamlining" of the Air Force organization and procedure, currently under study in this Headquarters, is a proper basis for future planning pending such revision as further study or experience may reveal to be desirable in the interest of efficiency or smooth integration with the other services.

b. It is believed, therefore, that the broad organization of the post war Air Force should be as indicated generally in the six charts hereto attached as Enclosure "A".

c. The division of functions in the General Air Staff among the three deputies -- for operations, for administration and for supply -- eliminates many separate staff offices presently reporting directly to the Chief of Air Staff. The division functionally into three major activities should be carried down to lower echelons of command throughout the Air Forces. Considerable improvement in efficiency, mobility and economy has resulted wherever this system has been tested in application. It is believed that identical staff functions should be similarly organized at all levels. If this is achieved, it will greatly simplify the flow of orders and the movement of trained personnel from the lower echelons to a higher echelon where they will be familiar not only with the work but with the channels of co-ordination.

8. Troop Basis.

a. Pending a later revision of T/O's based on further study

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and experience, the Tentative Troop Basis attached hereto as Enclosure "B" will be used for planning purposes. Further study will be required to determine the troop basis of units not covered in Enclosure "B" such as antiaircraft, transport, training command, et cetera.

b. It is assumed for planning purposes that the unit equipment in airplanes by squadrons and groups in the initial post war Air Force will be as follows:

	Planes per Squadron	Squadrons per Group	Total Planes per Group
VHB	7	4	28
H/B	12	4	48
L/B & M/B	16	4	64
Fighter	25	4	100
Photo Recon.	16	4	64
Maps & Charts Recon.	12	4	48
Troop Carrier	16	4	64
Transport	10	Separate Sqs. Only	
Night Fighter	12	" "	

Training Types - No figures available

c. It is likewise assumed that, in addition to unit equipment, a reserve of 50% in combat type aircraft and 10% in other types will be required.

9. Training Establishment.

a. A preliminary study of the Training Establishment required in the post war Air Force is contained in report from the Training Command dated 31 January 1944, attached hereto as Enclosure "C".

b. It is questioned whether the recommendation of the Training Command should be accepted in its entirety. The need for two Flying Training Commands instead of one should be studied further. The problem of the degree of supervision which the Training Command should exercise over the various professional and post-graduate schools should be made the subject of a special study. It is possible that some of these schools should be under the direct control of the Com-

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manding General of the Air Force rather than under the Training Command.

10. Antiaircraft Command.

a. Preliminary study of the size and composition of the antiaircraft establishment is attached hereto as Enclosure "D".

b. In examining Enclosure "D" from the over-all standpoint, it would appear that the size of the antiaircraft force therein proposed is excessive in proportion to the remainder of the Air Force, if the theory is accepted that the principal defense against air attack will be found in the aggressive use of our own air striking force.

11. The Air Force Service Command.

a. The composition and organization of the Air Force Service Command will require further study.

b. In this connection, every effort should be made to establish identical geographic boundaries for command and service areas of the three armed services, in order to facilitate unity of command in each strategic zone and simplify the supply and service problems.

12. Materiel Command.

a. It has been suggested that the Materiel Command and the Air Service Command be combined into one command in peace time. The wisdom of such action is questioned because of the resulting unwieldy size of the combined command.

b. The composition and organization of the Materiel Command for the post war period will require further study.

13. The Proving Ground Command.

It is believed that this should be under the Materiel Command in peace time. Accelerated service test and flight test activities

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might well be combined under the Proving Ground Command.

14. Airways Communications Command.

a. It is believed that the AACS should be redesignated the Airways Communications Command and should be responsible directly to the Commanding General of the Air Force and be under the technical supervision of his Chief of Communications.

b. The Airways Communications Command should co-ordinate its activities closely with the similar functions exercised on civil airways by the C.A.A., and should be prepared in emergency to take over entire responsibility for all U. S. owned international airways communications, both civil and military, with minimum delay.

15. Air Transport Command.

There should be an Air Transport Command directly under the Commanding General of the Air Force. It is believed that the Air Transport Command should furnish such air transport service as may be required to all components of the Department of War. (Encl. "F").

16. Air Academy.

An Air Academy should be established to be operated under the Training Command. See Training Command study, Enclosure "C".

17. Tactical Air Center.

It is believed this should be directly under the Commanding General of the Air Force, with general supervision exercised through his Deputy for Operations.

18. Personnel.

a. There are many problems connected with personnel in the post-war Air Force which will require determination. Most of these

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will need co-ordination with allied problems common to the other Service Branches.

b. Questions of active duty pay, flying pay, retired pay, et cetera should be studied.

c. A study should be initiated at once to determine how best to select from the officers now on duty in the Air Force those to be retained in the permanent post-war Air Force and the basis for such selection. It is not too soon to begin now some system for rating AWS and reserve officers as to their qualifications and fitness for permanent commission in the post-war Air Force. To leave this task to a selection board for action at the last moment might mean that the decision would rest on the judgement of but one or two individuals rather than on the judgement of a series of commanding officers who will have observed the candidate in action under varying circumstances.

d. The question of procurement of personnel for the post-war Air Force should be made the subject of a special study.

e. An Air Force Emergency Relief Society will be required. Its organization and responsibilities should be the subject of study at a later date.

19. Nomenclature.

The establishment of an autonomous Air Force will require consideration of nomenclature and designations for new units, staff functions, et cetera. It is believed that this problem should be viewed as a whole and that at the proper time a nomenclature committee should be appointed to recommend the principles to be followed in

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arriving at a solution. It should be kept in mind in reading this study that questions of nomenclature have not received particular consideration.

IV RECOMMENDATIONS

It is recommended:

1. That the assumptions and principles on which this study is based be approved for further planning.

2. That specific study be directed in respect to the following problems:

a. A determination in greater detail, for planning purposes, of an initial deployment of the post-war Air Force.

b. A revision of Tables of Organization and a new Troop Basis to include all units contemplated for the post-war Air Force. In this connection, the need for additional personnel should be considered for the following:

(1) A recruiting service.

(2) Instructors in ROTC and other civil schools.

(3) The Air Force component of the faculties of combined service schools.

(4) Air Force personnel for detail to the General Staff, and to the Army, Navy and Bureau of War Resources.

(5) Officers for "foreign" service such as air attaches, observers, air missions, foreign language students, et cetera.

(6) Allowance for personnel on leave, sick, in travel, et cetera.

c. Determination of the particular airfields, bases, ranges

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and other facilities to be retained for the post-war Air Force or to be transferred from the Navy to the Air Force in the event that the latter is charged with responsibilities which are now being exercised by the Navy.

d. Determination of the exact relationship of the post-war Air Force to the Navy, the Naval Air Arm and the Marine Corps.

e. Determination of the responsibilities, and of the organization and composition, of the Antiaircraft Artillery Command.

f. Determination of the organization and responsibilities of troop carrier aviation; particularly in respect to the need for a Troop Carrier Command.

g. Determination of the responsibility, organization and composition of security forces particularly in respect to the formation of a Security Corps.

h. Personnel policy toward

(1) Pay, including longevity, flying, retirement, disability, separation, et cetera.

(2) Promotion, forced attrition, and means to avoid stagnation in promotion and to insure the essential youthfulness necessary in combat and other echelons.

(3) Principles and method of selection in, up and out.

(4) Promotion in the inactive reserve.

(5) Policy toward the proportion of non-rated to rated officers among the regular personnel of the post-war Air Force.

(6) The basis for and method to be used in selection of officers and key enlisted personnel now in the service for the initial manning of the post-war Air Force both for the professional

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or regular personnel and for reserves on extended active duty.

(7) Policy toward the employment of colored, yellow and other minority racial groups.

(8) The place in the post-war Air Force for WAC's and WASP's.

(9) Policy toward volunteer societies, reserve officer associations, professional societies and the use of such volunteer activities as may be available from such sources in furtherance of the broad Air Force mission.

(10) The organization and responsibilities of an Air Force Emergency Relief Society.

i. Problems connected with a Training Establishment required in the post-war Air Force to include:

(1) Policy toward use of civil flying schools.

(2) Air Force policy toward the guidance of ROTC and pre-college education in respect to military aviation.

j. Determination of the advantages and disadvantages of the proposed principle of functionalized staff organization discussed in Section III, Paragraph 7 and, in particular, the proper place in the staff of the following activities:

(1) Budget

(2) Fiscal

(3) Finance

(4) Judge Advocate

(5) Legislative Service.

5 Enclosures: "A" Organization Charts
"B" Tentative Troop Basis
"C" Preliminary Study of Post-War Trng. Comd. Estab. d/1/31/44
"D" Preliminary Study of Post-War AA Artil. Estab. d/2/4/44
"E" Preliminary Study of Post-War ATC Estab. d/2/6/44

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Enclosure "A"
Organization Charts

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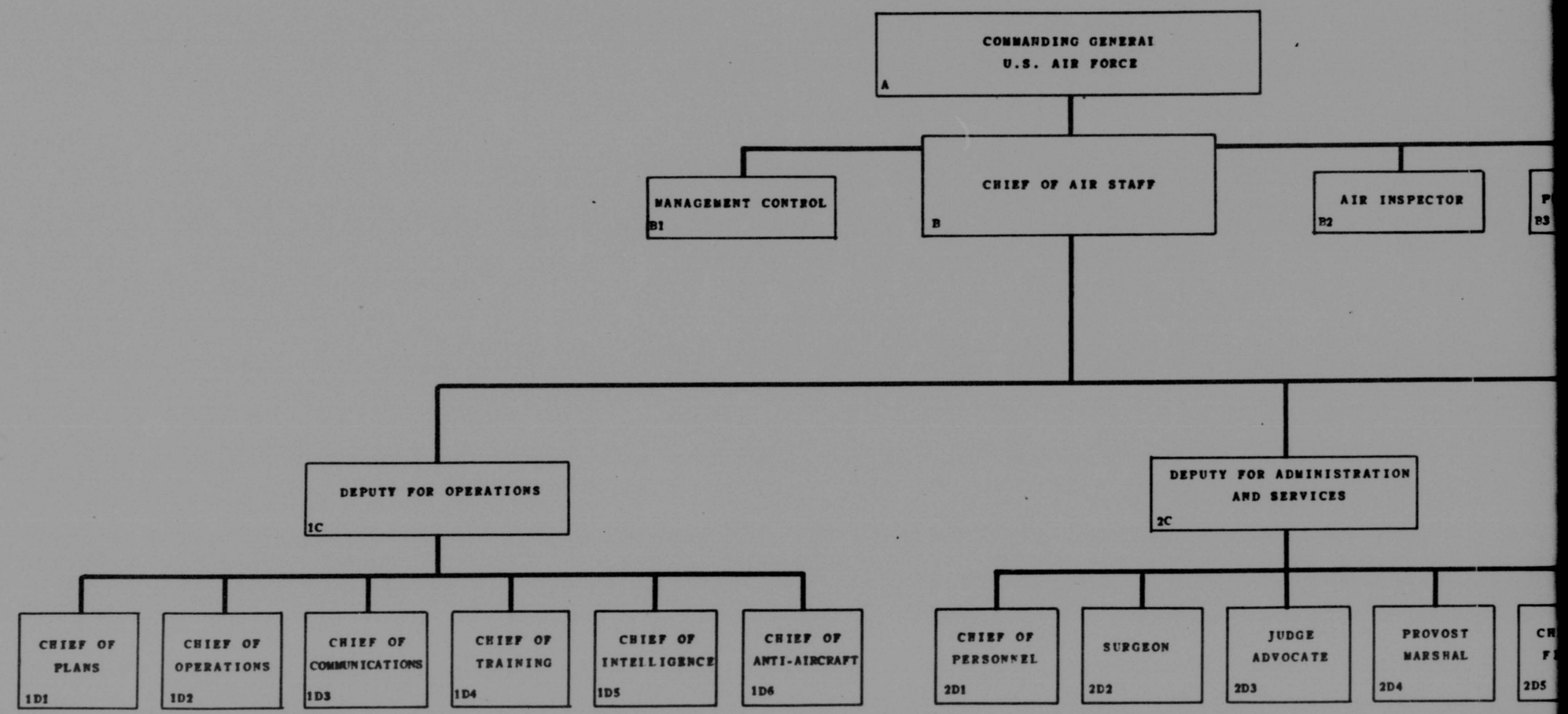

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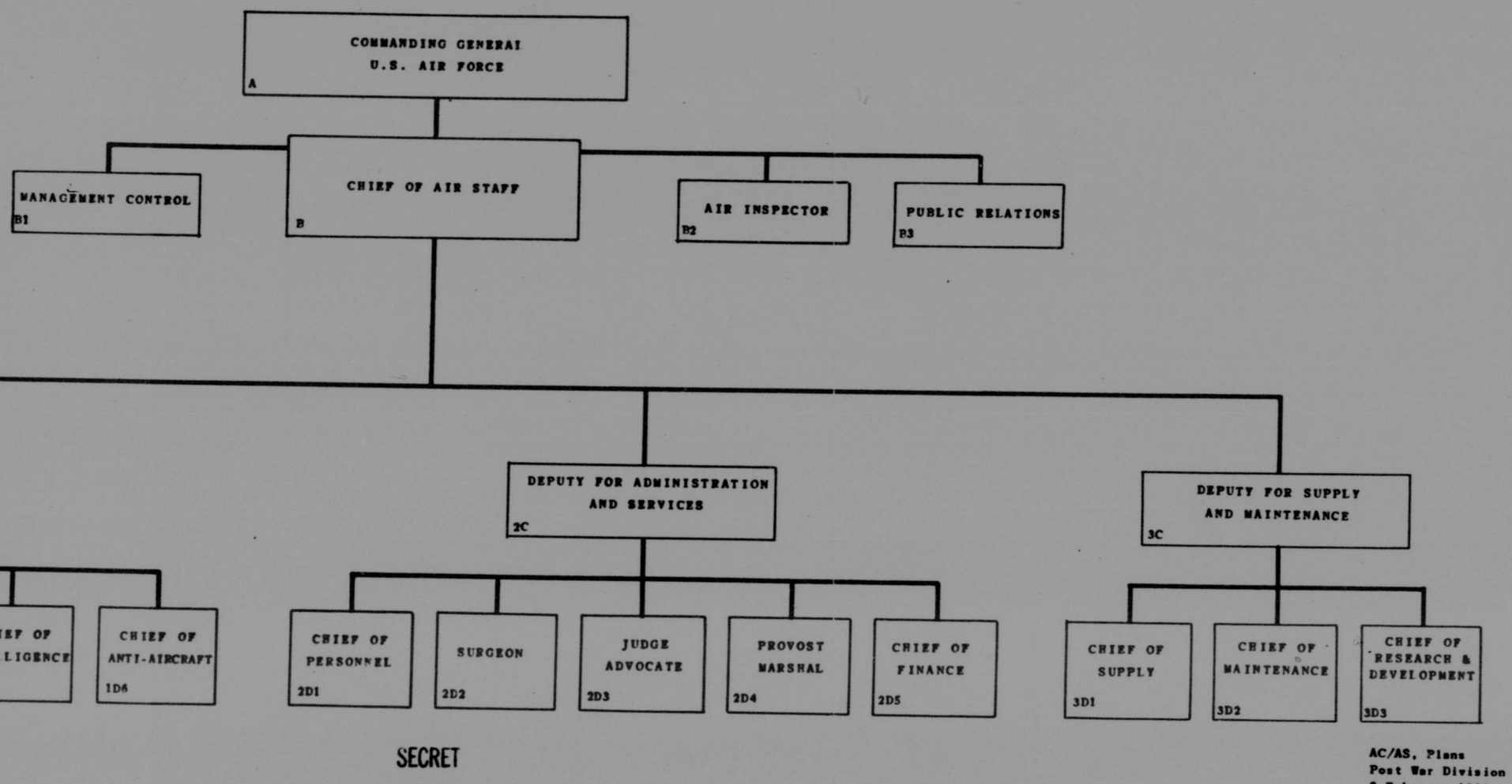

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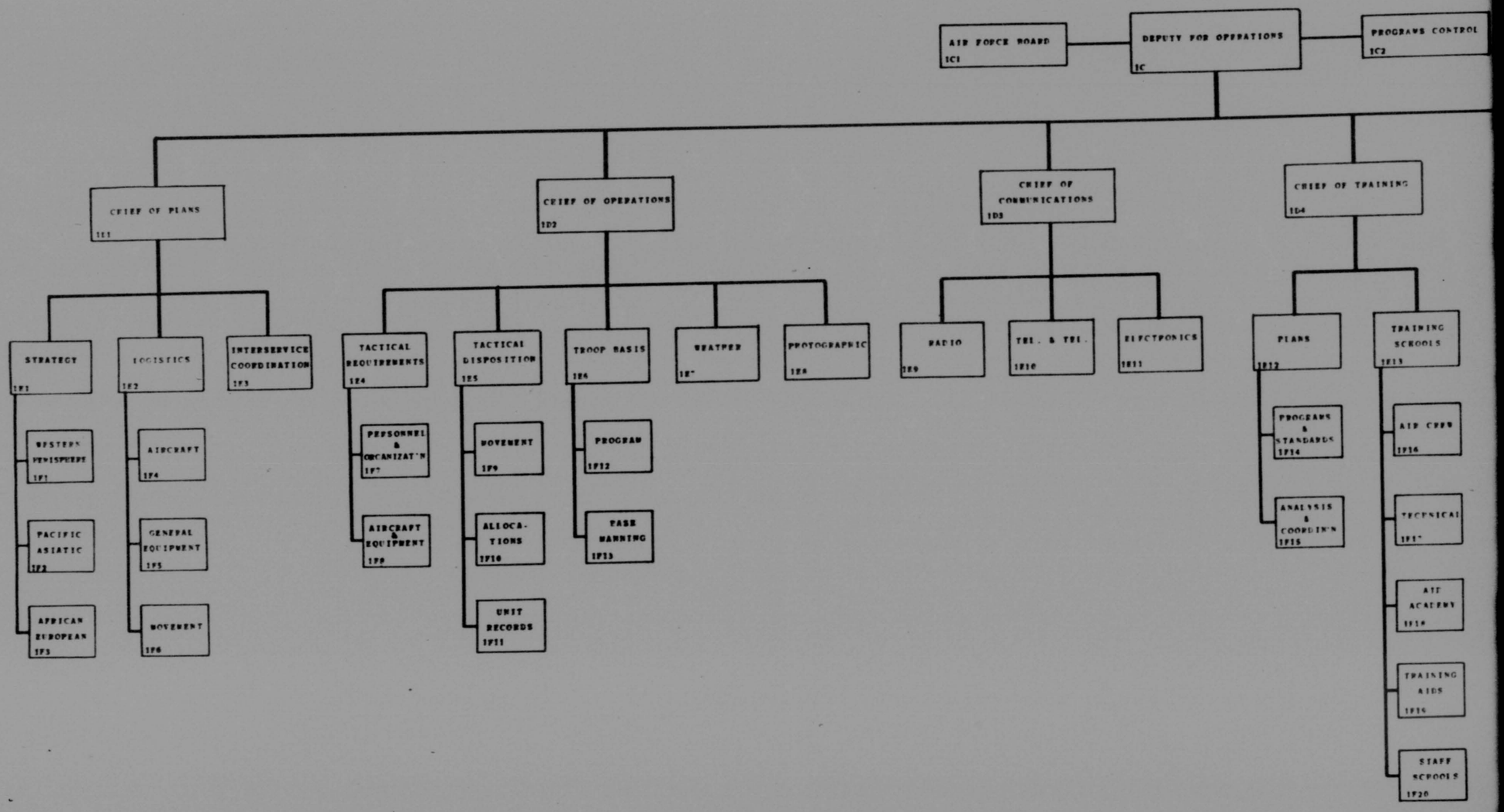

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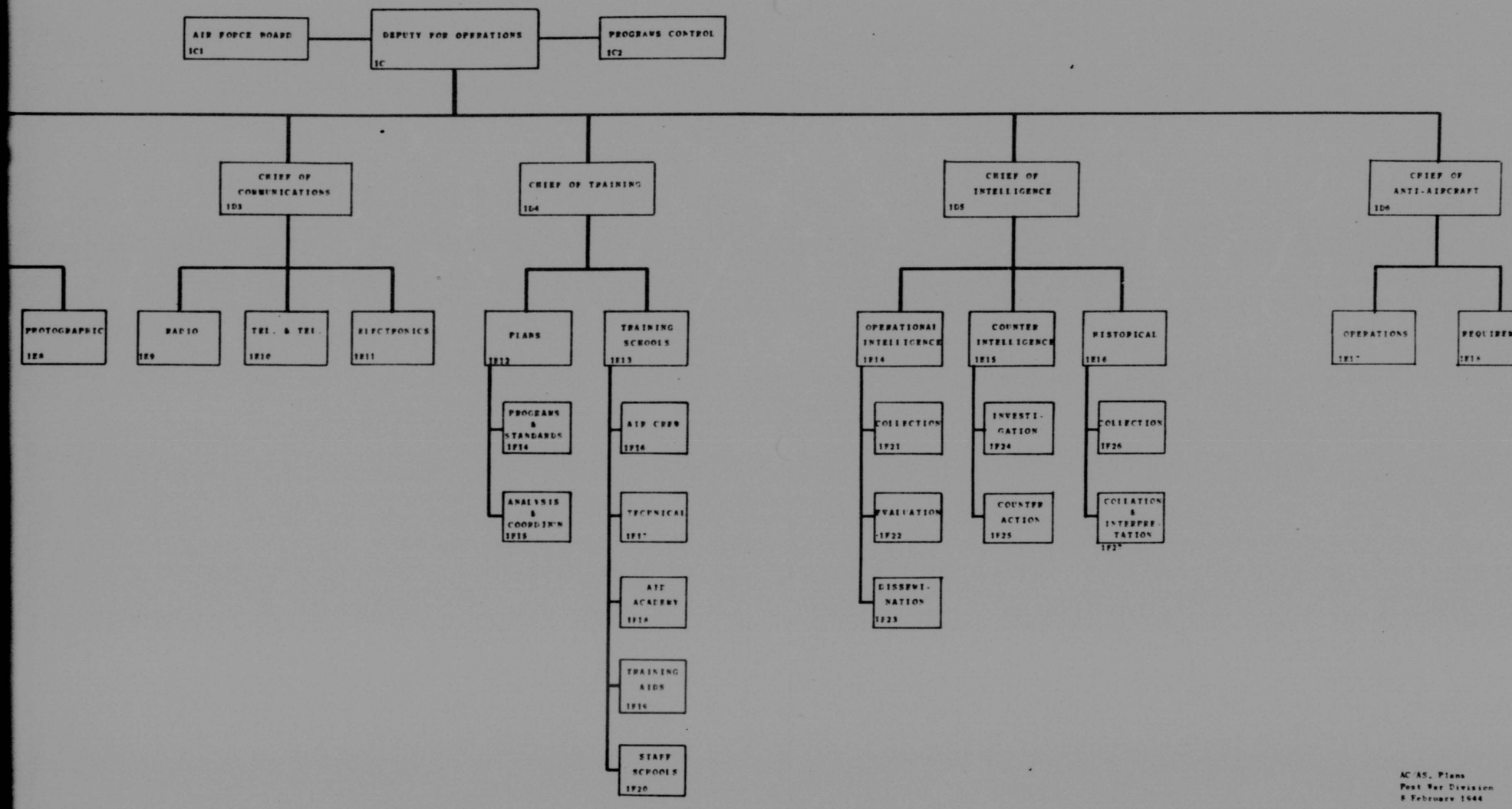

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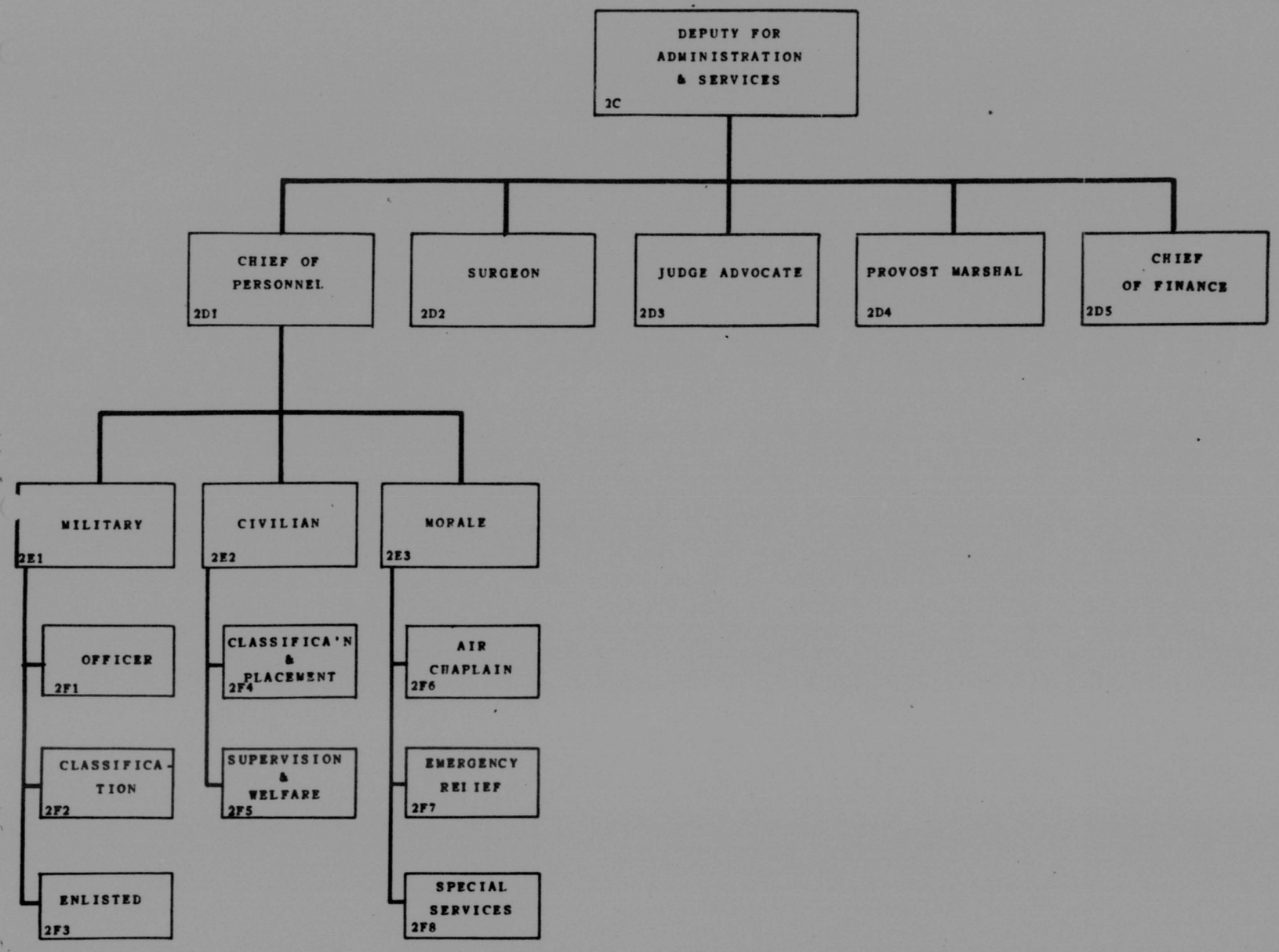

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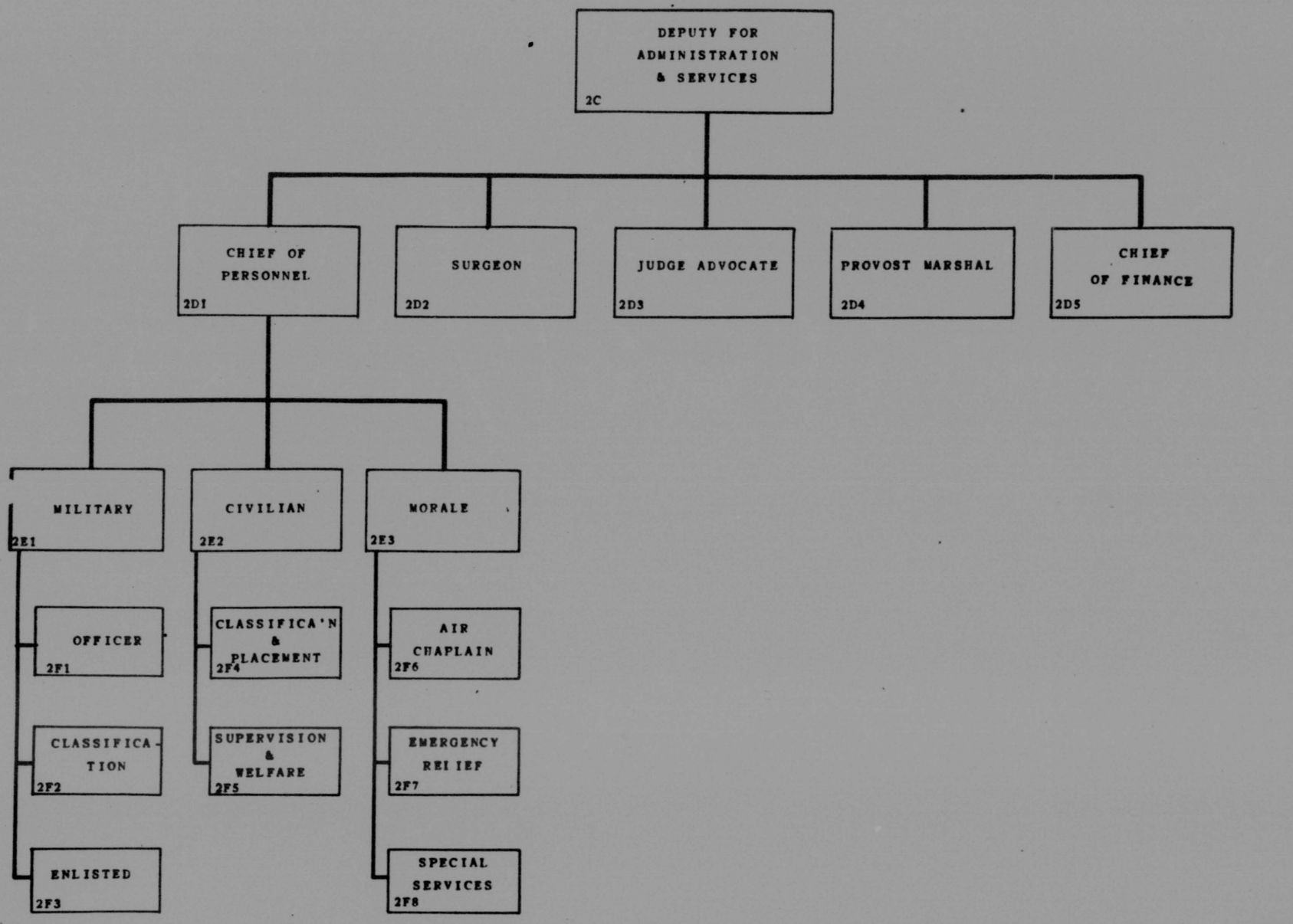

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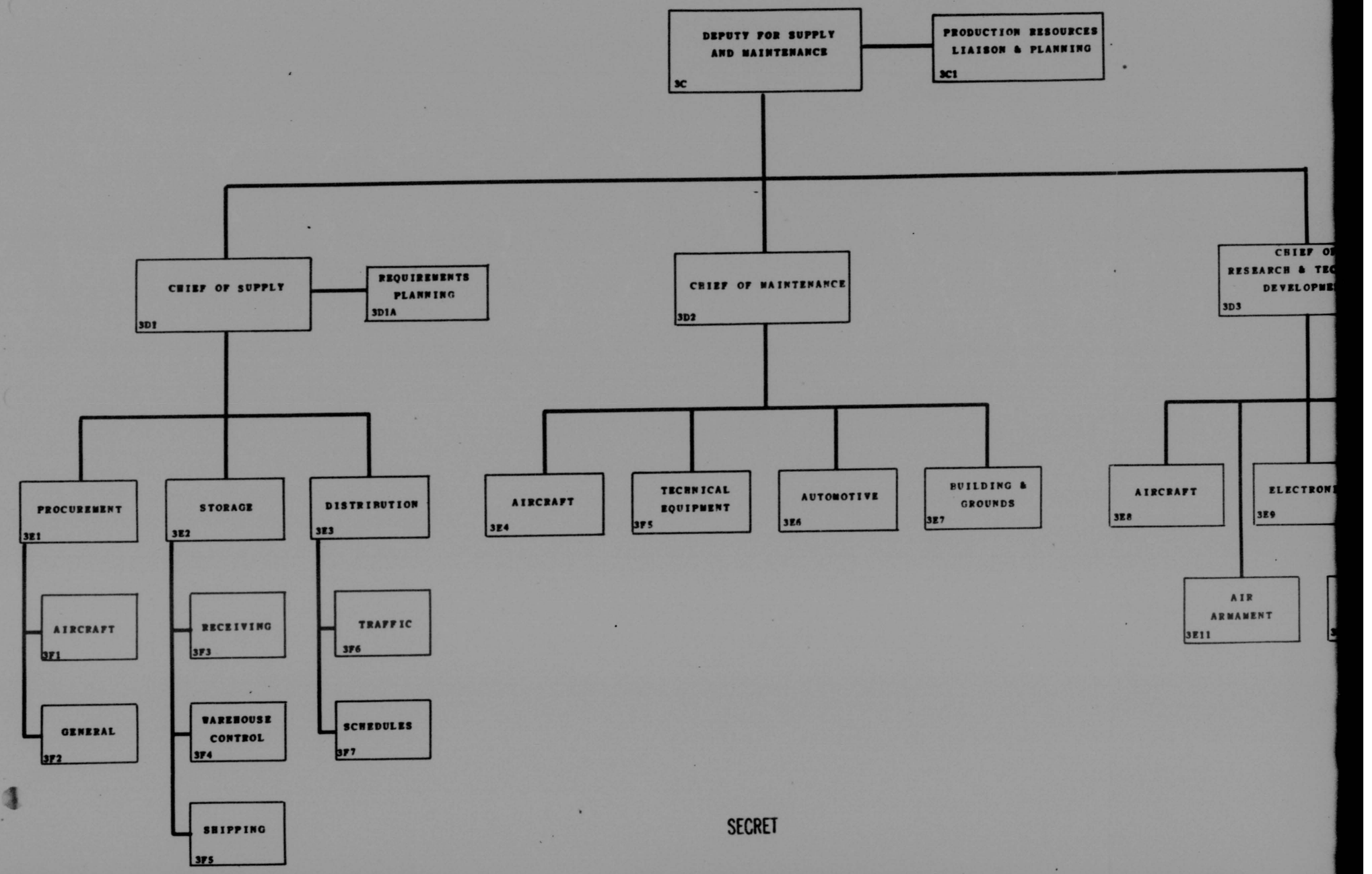

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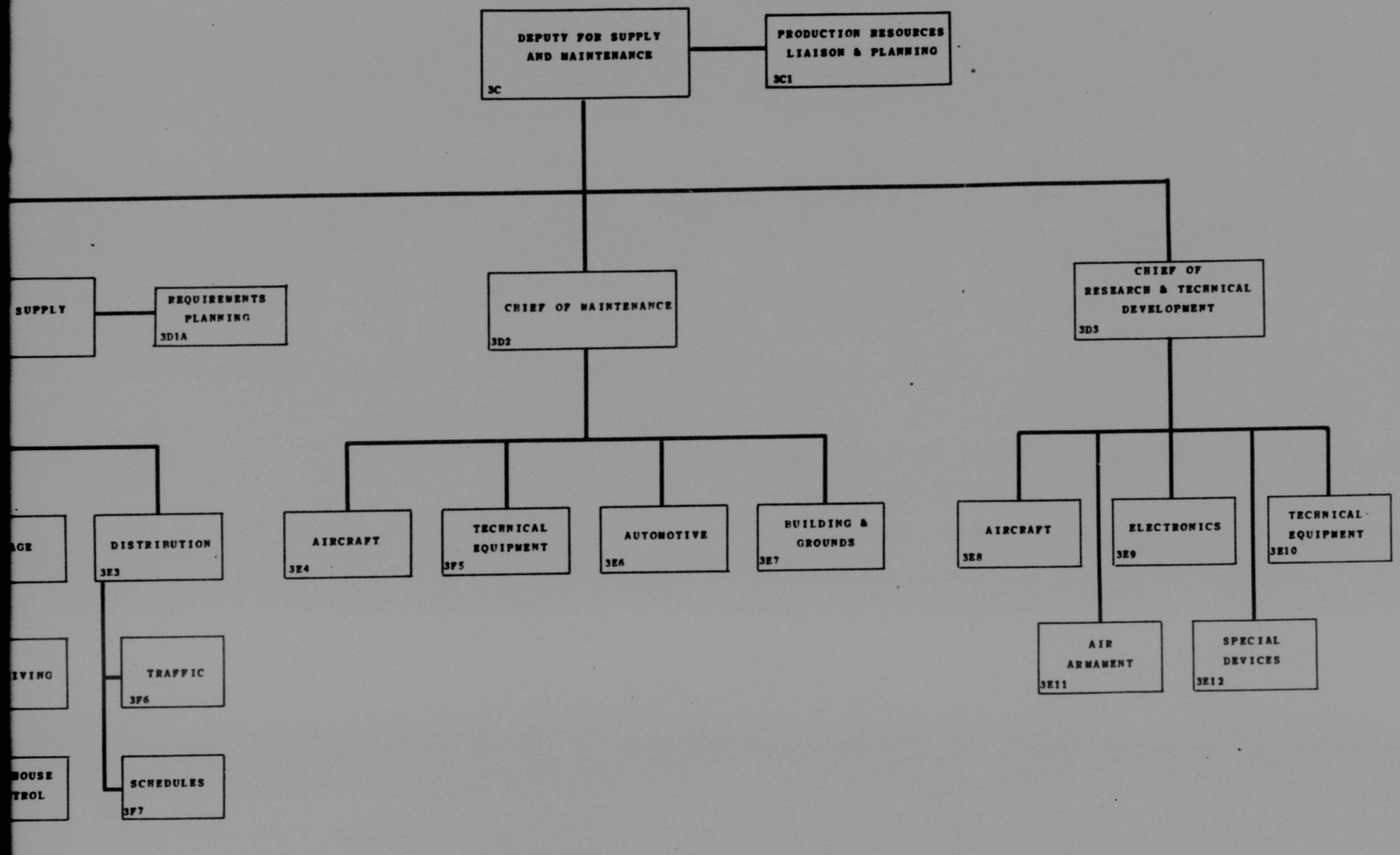

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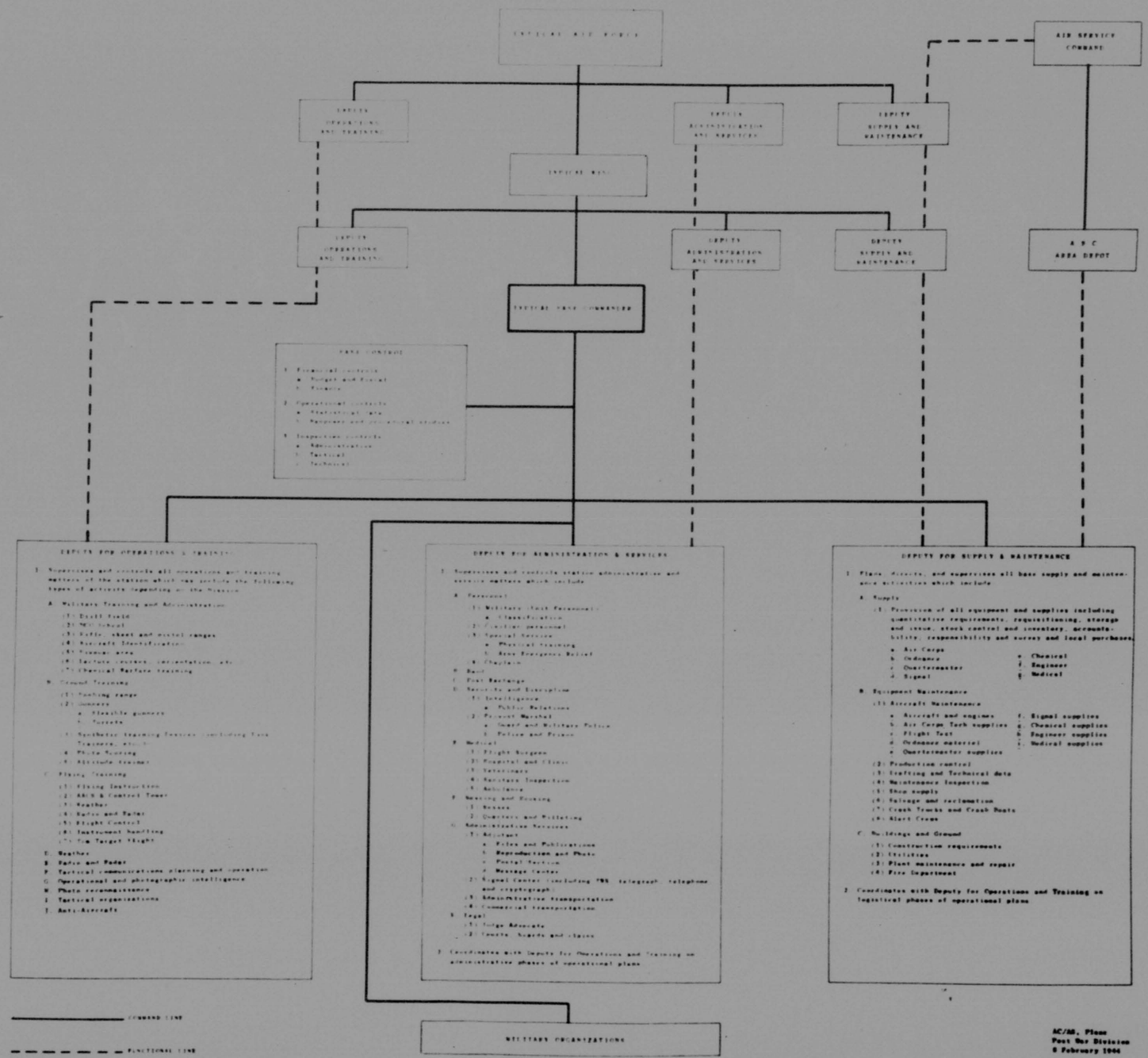
FUNCTIONAL AIR BASE ORGANIZATION



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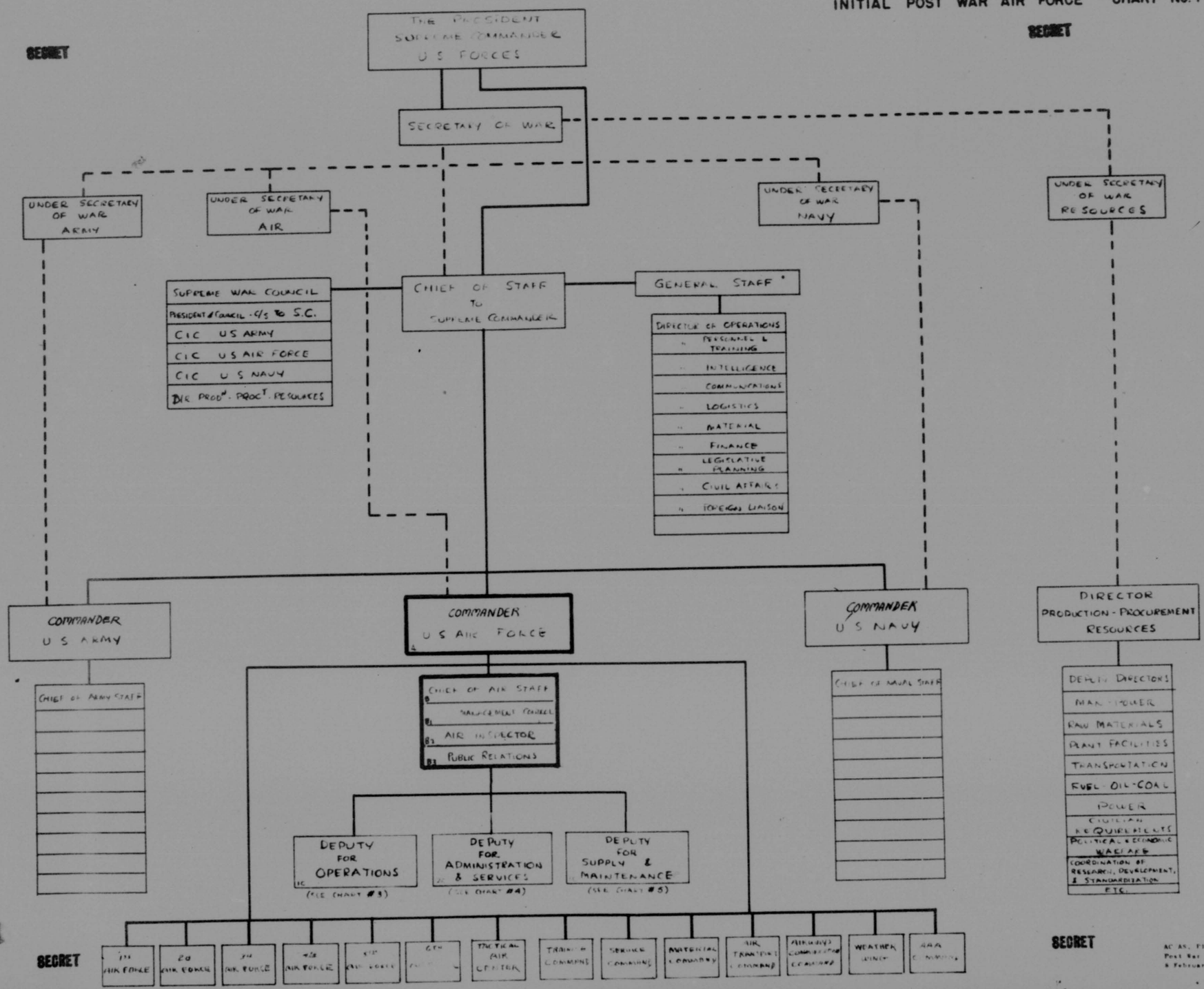

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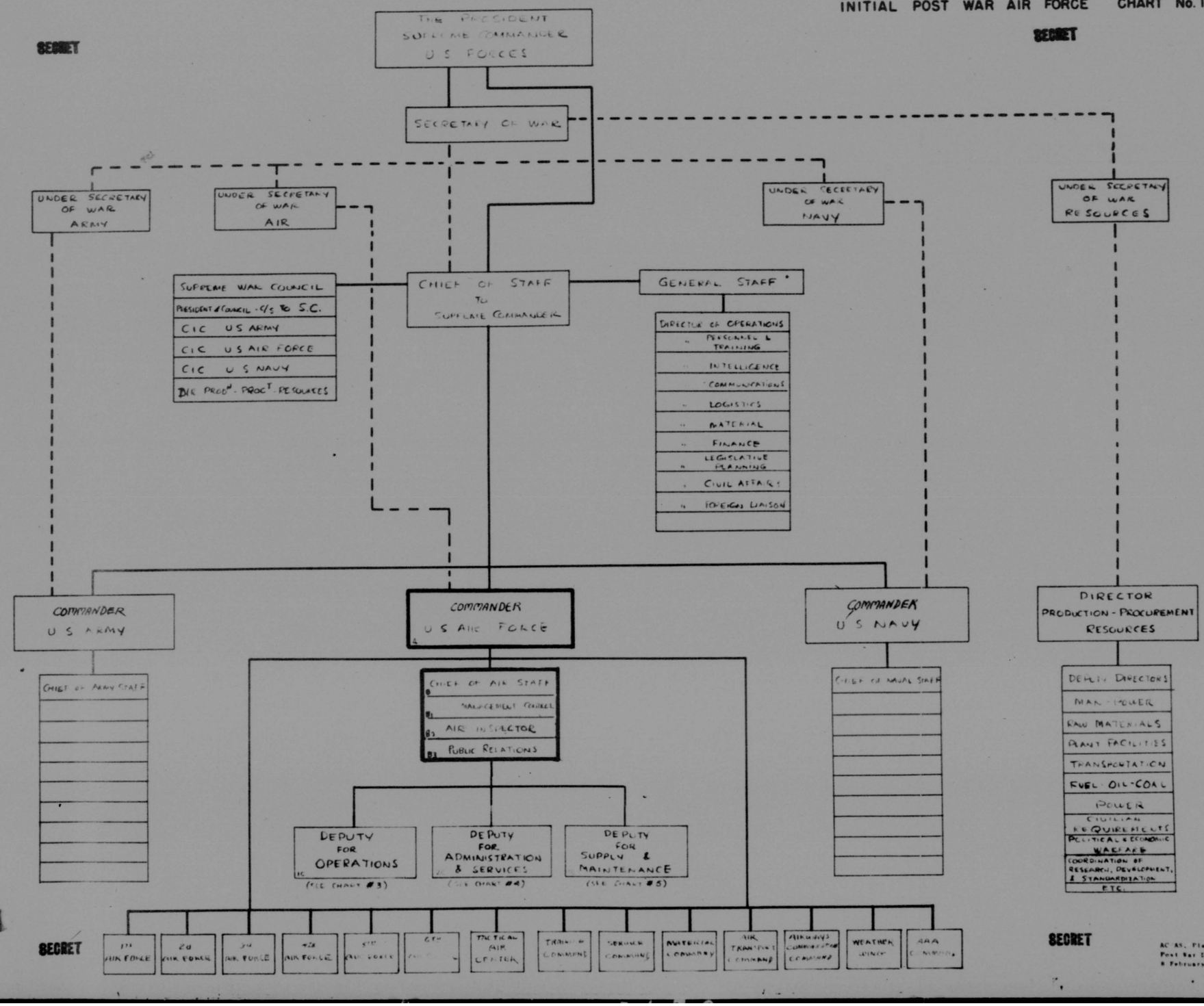

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Enclosure "B"
Tentative Troop Basis

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ARMY AIR FORCES

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(EXCLUDING AIR TRANSPORT AND TROOPING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	EM	Tot	No. of Units	AGGREGATE STRENGTH Off	EM	Tot
		ASSIGNED: U.S., ALASKAN, CARIBBEAN AREA							
Army Air Forces, Hq & Hq Sq	-	-	1000	5	1000	1	1000	5	1005
Air Force, Hq & Hq Sq	1-AAF0-13 as (3-1) 7/1/42		31	3	150	1	150	3	153
Materiel & Service Cmd, Hq & Hq Sq	-	-	100	10	2500	1	100	10	2500
AF Service Cmd, Hq & Hq Sq	1-AAF0-13 PC	9/2/43	36	3	121	3	108	9	363
Air Service Area Cmd, Hq & Hq Sq	-	-	339	6	175	1	1356	24	1380
Materiel Cmd, Hq	-	-	117	8	125	1	117	8	125
Proving Ground Cmd, Hq & Hq Sq	-	-	52	4	222	1	52	4	222
Troop Carrier Cmd, Hq & Hq Sq	-	-	136	11	176	1	136	11	176
Tactical Air Center, Hq & Hq Sq	-	-	42	3	167	1	42	3	167
Flight Control Command, Hq & Hq Sq	FAF 150 as	4/2/43	136	1	61	1	136	1	61
AAF Proving Ground Cmd, Proof Dept	1-AAF37 (A-1)	9/15/42	54	2	56	1	54	2	56
Photo Det - PUC	W/T 1-3[illegible]	1/15/43	10	1	54	1	10	1	54
Trinidad Wing, Hq & Hq Sq	1-110-1 (A-1)	8/14/43	42	1	42	1	42	1	126
Bomber Cmd (VH) Hq & Hq Sq	1-100-13-7	2/17/43	76	3	279	1	76	3	279
Bomber Cmd Hq & Hq Sq	1-10[illegible]-13	2/2/43	93	1	1	2	186	2	186
Fighter Cmd Hq & Hq Sq	1-200-13	2/2/43	60	4	103	1	60	16	459
Air Support Cmd, Hq & Hq Sq	1-650-1 (A-1)	7/1/42	90	6	114	1	162	6	168
Rep'l Wing (Comb) Hq & Hq Sq	1-1150-1 (A-1)	12/31/42	93	3	178	1	93	3	178
Bomb Wing (VH) Hq	Tent	-	52	3	55	1	52	3	55
Fighter Wing Hq	1-[illegible]-1 (A-2)	1/[illegible]/43	52	3	55	1	52	3	55
Weather Wing, Hq & Hq Sq	As Letter	2/10/43	52	3	55	1	52	3	55
Air Region Hq & Hq Sq	1-[illegible]-1	7/1/42	91	7	189	1	189	8	197
Communication System Wing	As Letter	2/10/43	78	3	81	1	78	3	81
Bomb Gp (VH) Hq	Tent	-	15	2	17	1	15	2	17
Bomb Sq (VH) Air	Tent	-	74	3	77	20	1480	60	1540
Bomb Sq (VH) Maint	Tent	-	17	2	19	1	17	2	19
Bomb Gp (H) Hq	1-112	1/[illegible]/43	43	1	44	1	43	1	44
Bomb Sq (H)	1-117 (AAF)(A-1)	9/[illegible]/43	49	3	341	1	49	3	1 341
Bomb Gp (L) Hq	1-11[illegible] (A-1)	1/[illegible]/43	47	1	48	1	47	1	48
Bomb Sq (L)	1-117 (A-1)	7/1/42	35	3	38	1	35	3	38
Fighter Gp Hq	1-11 (A-1)	7/1/42	42	1	43	1	42	1	43
Fighter Squadron	1-7 (A-1)	7/1/42	30	2	32	25	750	50	1300
Fighter Control Sq	1-7	9/11/43	42	3	45	1	42	3	45
Night Fighter Sq	1-87	9/[illegible]/43	41	3	44	3	123	9	132

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ARMY AIR FORCES

TROOP UNITS

(EXCLUDING AIR TRANSPORT AND GLIDER)

PRACTICE PERIOD

Unit	T/O		UNIT STRENGTH Off.	EM	Total	No. of Units	AVAILABLE STRENGTH Off	EM	Total
		CONTINENTAL U.S., ALASKA, CARIBBEAN AREA (cont'd)							
Recn Group, Hq (Bomber)	Tent	-	21	1	41	1	21	1	41
Recn Sq (Bomber)	FAT 144-1/2	3/29/43	65	1	378	4	260	4	1512
Recn Gp (Fighter)	Tent	-	21	1	54	1	21	1	54
Recn Sq (Fighter)	Tent	-	35	0	182	4	140	0	728
Troop Carrier Gp	1-312	2/15/43	26	1	80	4	104	4	320
Troop Carrier Sq	1-317 (C-2)	2/3/43	50	24	257	12	300	288	1164
Arctic Search & Rescue Sq Flt A	1-618	5/26/43	16	2	41	1	16	2	41
Arctic Search & Rescue Sq Flt B	1-618	5/26/43	8	1	21	1	8	1	21
Emergency Rescue Sq	1-987	11/9/43	59	0	205	1	59	0	205
Air Support Comm Sq	1-547 (C-1)	5/9/43	12	0	107	3	36	0	321
Base Hq & Air Base Sq (Red)	1-422 (RS)	9/1/42	10	0	135	55	550	0	7425
Guard Squadron	1-3001 (RS)	1/14/43	2	0	56	55	110	0	3080
AAF (Bolling Field)	M/T (Aug)		1	1	100	1	1	1	100
AAF Band	M/T 1-3000	11/1/42	0	1	28	49	0	49	1372
Aviation Sq	1-9991 (C-1)	8/15/42	3	0	250	65	195	0	13750
Statistical Control Unit	M/T 1-3003 (Type B)	5/24/43	7	0	52	8	56	0	416
AF Repl Depot (RD)Hq & Hq Sq	-	2/20/43	27	1	103	3	81	3	309
AAF Combat Camera Unit	FAT 130	11/9/42	7	0	23	3	27	0	69
Photo Lab Section	Tent		4	1	18	4	16	4	72
AAF Photo Intell Det	1-7473	9/15/42	43	0	45	3	129	0	147
Arctic Desert & Tropic Infor Center	1-3898	3/9/43	2	0	0	1	2	0	0
Training Aids Directorate	1-1352-S	1/30/43	66	0	74	1	66	0	74
AAF Proving Ground Group	1-3891	3/6/43	137	4	1184	1	137	4	1184
AAF Proving Ground Sq	1-897	2/1/42	15	0	135	1	15	0	135
Proving Ground Torpedo Sq (Composite)	1-137	7/1/42	35	0	207	1	35	0	207
AAF Electronics Exp Det	1-3007	4/23/43	7	1	74	2	14	2	148
Electronics Unit	1-3895	2/5/43	13	1	20	1	13	1	20
Electronics Sect (AAB)	FAT	-	14	0	78	2	28	0	156
AAF Cold Weather Test Det	AG Letter	8/25/42	47	0	308	1	47	0	308
Panama Air Depot	1-8528-PC	9/2/42	44	0	0	1	44	0	0
Miami Air Depot	-	-	168	0	0	1	168	0	0
AAF Specialized Depot	M/T	5/20/43	21	0	0	12	252	0	0
Intransit Depot	Unit	9/15/42	13	0	0	6	78	0	0

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Unit	T/O		Unit Strength Off	EM	C	No. of Units	Aviation Strength Off	EM	C
		[illegible] (cont'd)							
AAF Signal Storage Depot	T/T 3L10	3/2/43	21	0	0	1	[illegible]	0	0
Sub Depot	Tent	-	7	0	0	1	7	0	0
Sub Depot	-	-	12	0	0	1	12	0	0
Air Freight Wing	T/O	11/20/42	200	0	0	1	[illegible]	0	0
Air Freight Sq	PAF 1L7	3/30/43	23	0	172	1	23	0	172
Plant Maint Sq	PAF 13[illegible]	3/27/43	[illegible]	0	[illegible]	1	[illegible]	0	[illegible]
Radio Squadron	Tent	1/13/42	[illegible]	0	[illegible]	1	[illegible]	0	[illegible]
Photo Lab Bomb Wing (VH)	Tent	-	3	1	[illegible]	1	3	1	[illegible]
Photo Lab Bomb Gp (VH)	Tent	-	1	0	[illegible]	[illegible]	[illegible]	0	100
Service Gp, Hq & Hq Sq (3p)	Tent	-	[illegible]	0	[illegible]	0	[illegible]	0	[illegible]
Engineering Sq Service Group (3p)	Tent	-	[illegible]	1	[illegible]	[illegible]	[illegible]	0	[illegible]
Material Sq Service Gp(3p)	Tent	-	[illegible]	1	[illegible]	[illegible]	[illegible]	0	[illegible]
Service Gp, Hq & Hq Sq	1-412 (C-1)	7/1/42	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Service Squadron	1-417 (C-1)	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Air Depot Gp, Hq & Hq Sq	1-856	7/1/42	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Depot Repair Sq	1-857	7/1/42	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Depot Supply Sq	1-858	7/1/42	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Weather Service	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Communications Service	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Foreign Repl Pool	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]
Personnel En Route	-	-	3000	9	[illegible]	1	3000	[illegible]	[illegible]
Cml Maint Co (Avn)	3-47 (C-1)	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Cml Depot Co (Avn)	3-418	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Cml Storage Co (Avn)	3-417 (C-1)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	100
Engr Utilities Det (Avn)	5-283 (Col C)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Engr Avn Fire Fighting Plat	5-337	[illegible]	1	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Engr Avn Maint Co	5-157	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Engineer Bn (Avn)	5-415 (C-1)	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Engr AF Hq Co	5-800-2 (C-1)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Engr Topo Co (Avn)	5-417 (C-1)	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Engr Avn Camouflage Bn	5-465	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Engr Property Officer	-	-	1	0	[illegible]	[illegible]	[illegible]	0	[illegible]
Ordnance Am Co	9-17	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Ordnance Mt Co Avn (Q)	10-487 (C-1)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0	[illegible]
Ordnance Maint Co AF	9-257 (C-1)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Ordnance Depot Co	9-57	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

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Unit	T/O		Off	Wo	EM	Off	Wo	EM
Ordnance Suppl & Maint Company (Avn)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Ordnance Co Service (Avn)	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Ordnance Officer at Large	-	-	111	[illegible]	[illegible]	1	111	
Jk Plat Transp As	M/T	10/1/42	1	0	[illegible]	[illegible]	[illegible]	[illegible]
Jk Plat AD Group	10-427	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Jk Hoat Co (Avn)	10-497	2/11/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Jk Co Depot Subsist (Avn)	10-477	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Jk Co Depot Class III (Avn)	10-487	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Jk Co Service (Avn)	-	-	1	2	[illegible]	[illegible]	0	16
Jk Co Service Op (Avn)	10-437	7/1/42	[illegible]	[illegible]	[illegible]	10	[illegible]	[illegible]
Jk Truck Co (Avn)	10-517 (C-1)	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Jk Officers at Large	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]
Radar & VHF Install & Maint Unit	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Co (Avn)	11-717 (C-1)	5/19/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Co Wing	11-[illegible]	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Co Service Op	11-237	3/26/43	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Co Depot (Avn)	11-287	3/26/43	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Co Hq AAF	M/T 11-32	7/1/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Radio Intell Co (Avn)	11-297	6/10/43	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Service Co (Avn)	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Bn Air Support Cmd	11-335	5/19/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Radar Calibration Det	1-727	5/12/43	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Sig Hq & Hq Co AWS Fighter Cmd	11-450-1	9/4/41	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal AF Service	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Officers at Large	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Med Supply Plat (Avn)	8-497	6/3/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Med Dispensary Det (Avn)	Tent	4/2/43	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
AAF Regional Hospital	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Med Air Evac Transp Sq	8-447	2/15/43	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Medical at Large	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Nurses	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Finance at Large	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Accountable Dispersing Office	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Chaplain at Large	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Total Personnel						[illegible]	[illegible]	[illegible]

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND FIGHTER)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	EM	Dr	No. of Units	AGGREGATE STRENGTH Off	EM	Dr
		ATLANTIC AND EUROPEAN AREA							
AF, Hq & Hq Sq	1-400-13(Wg)D-3	5/5/42	147	7	469	1	147	7	469
AF Service Cmd, Hq & Hq Sq	1-400-13	7/13/42	188	17	325	1	188	17	325
Air Serv Area Cmd, Hq & Hq Sq	PAT 121	7/13/42	10	5	138	2	120	15	414
Bomber Cmd (VH) Hq & Hq Sq	1-100-13-2	2/19/43	76	2	286	1	76	2	286
Fighter Cmd, Hq & Hq Sq	1-1-13	5/19/42	61	2	231	1	61	2	231
Air Support Cmd, Hq & Hq Sq	1-500-1(C-1)	7/1/42	51	0	114	1	51	0	114
Bomb Wing (VH) Hq	Tent	-	39	1	25	2	78	2	50
Bomb Group (VH) Hq	Tent	-	15	0	9	10	150	0	90
Bomb Sq (VH) Air	Tent	-	24	0	24	40	960	0	960
Bomb Sq (VH) Maint	Tent	-	17	0	382	40	680	0	15,280
Fighter Group Hq	1-12 (C-1)	7/1/42	22	1	60	10	220	10	600
Fighter Sq	1-27 (C-3)	7/1/42	39	0	252	40	1560	0	10080
Fighter Control Sq	1-47	6/26/42	24	0	222	10	240	0	2220
Night Fighter Sq	1-67	5/24/43	41	0	238	5	205	0	1190
Troop Carrier Gp, Hq	1-312	4/17/43	26	1	70	1	26	1	70
Troop Carrier Sq	1-317 (C-2)	2/3/43	59	14	259	4	236	56	1036
Air Support Control Sq	1-547	5/5/43	6	0	213	1	6	0	213
Air Depot	Tent	6/29/42	110	1	0	1	110	1	0
Sub-Depot	W/T		9	0	0	2	18	0	0
Weather Service	-	-	28	69	1466	1	28	69	1466
Communications Service	-	-	312	0	5599	1	312	0	5599
Base Hq & Air Base Sq (Med)	1-427 (C-1)	9/1/42	10	0	139	6	60	6	678
Repl Control Depot, Hq & Hq Sq	20-45 (C-2)	4/1/42	10	0	117	1	10	0	117
Statistical Control Unit	1-503 (Type H)	5/26/43	7	0	52	2	14	0	104
Photo Intelligence Det.	1-7473	9/15/42	43	0	47	1	43	0	47
AAF Combat Camera Unit	PAT 130	11/5/42	9	0	23	1	9	0	23
Photo Lab Section	Tent	-	4	1	9	1	4	1	9
Air Transport Sq (Obs)	1-347	2/24/42	21	1	171	2	42	2	342
Photo Lab Bomb Wing (VH)	Tent	-	3	1	14	2	6	2	28
Photo Lab Bomb Gp (VH)	Tent	-	1	0	4	10	10	0	40
Service Gp, Hq & Hq Sq (Sp)	Tent	-	25	0	348	10	250	0	3480
Engineering Sq Serv Gp (Sp)	Tent	-	6	1	207	10	60	10	2070
Materiel Sq Serv Gp (Sp)	Tent	-	6	1	117	10	60	10	1170
Service Gp, Hq & Hq Sq	1-412 (C-1)	6/1/43	28	0	130	2	56	0	260
Service Squadron	1-417 (C-1)	7/1/42	7	2	207	11	77	22	2277

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	Wo	En	No. of Units	AGGREGATE STRENGTH Off	Wo	En
		ATLANTIC AND EUROPEAN AREA (Cont'd)							
Air Depot Gp, Hq & Hq Sq	1-852	7/1/42	19	0	150	5	95	0	750
Depot Repair Sq	1-857	7/1/42	10	0	340	5	50	0	1700
Depot Supply Sq	1-858	7/1/42	8	0	129	5	40	0	645
Cml Maint Co (Avn)	3-47 (C-1)	4/1/42	4	0	119	1	4	0	119
Cml Depot Co (Avn)	3-418	2/28/42	4	0	78	1	4	0	78
Engineer AF Hq Co	5-800-2 (C-1)	4/1/42	12	0	213	1	12	0	213
Engineer Topo Co (Avn)	5-447 (C-1)	2/6/42	8	0	147	1	8	0	147
Engineer Bn (Avn)	5-415 (C-1)	4/1/42	31	0	776	5	155	0	3880
Engr Avn Fire Fighting Plat	5-337	5/12/43	1	0	28	11	11	0	308
Engr Utilities Det (Avn)	5-283 (Col 6)	4/21/43	2	0	50	11	22	0	550
Ordnance Am Co (Avn)	9-17	4/1/42	6	0	180	1	6	0	180
Ordnance Maint Co AF	9-257 (C-1)	3/13/42	8	1	216	1	8	1	216
Ordnance MM Co Avn (Q)	10-487 (C-1)	7/1/42	2	0	46	5	10	0	230
Ord Supply & Maint Co (Avn)	9-417	9/29/43	4	0	76	11	44	0	836
Ordnance Depot Co	9-57	6/1/43	5	1	180	1	5	1	180
QM Flat AD Group	10-427	7/1/42	2	0	22	5	10	0	110
QM Truck Co (Avn)	10-517 (C-1)	7/1/42	3	0	99	16	48	0	1584
QM Co Boat (Avn)	10-497	2/11/42	3	12	91	1	3	12	91
QM Co Service Group	10-437	7/1/42	5	0	76	5	25	0	380
QM Co Depot Subsist (Avn)	10-477	7/1/42	3	0	62	1	3	0	62
QM Co Depot Class III (Avn)	10-467	7/1/42	2	0	30	1	2	0	30
Signal Co (Avn)	11-217 (C-1)	5/19/42	6	0	175	2	12	0	350
Signal Radio Intell Co	11-297	6/10/43	8	0	192	1	8	0	192
Signal Co Wing	11-217	7/1/42	3	0	86	2	6	0	172
Signal Co Service Gp	11-237	3/26/43	3	0	47	5	15	0	485
Signal Co Depot (Avn)	11-287	3/26/43	7	3	216	5	35	15	1080
Signal Constr Bn (Avn)	11-225	7/1/42	17	1	407	1	17	1	407
Signal Bn Air Support Cmd	11-335	7/19/42	21	0	488	1	21	0	488
Signal Hq & Hq Co AAFS Fighter Command	11-450-1	9/4/41	12	0	212	1	12	0	212
Signal AW Service	-	-	160	30	9450	1	160	30	9450
Radar Calibration Det	1-727	5/26/43	10	0	29	1	10	0	29
Med Supply Flat (Avn)	8-497	6/3/42	2	0	19	5	10	0	95
Med Air Evac Transp Sq	8-447	2/17/43	31	0	71	1	31	0	71
Med Dispensary (Avn)	-	-	4	0	24	11	44	0	264
MP Company (Avn)	19-217	5/1/42	4	0	100	5	20	0	500
Finance at Large			55	2	381	1	55	2	381
Chaplain at Large			25	0	-	1	25	0	-
Total Personnel							2068	112	[illegible]

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	Ao	Mn	No. of Units	AGGREGATE STRENGTH Off	Ao	Mn
PACIFIC - ASIATIC AREA									
AF Hq & Hq Sq	1-500-1S-HS (O-1)	7/1/42	63	3	231	2	126	6	462
AF Service Cmd, Hq & Hq Sq	1-400-1S	7/13/42	188	17	325	2	376	34	650
Air Service Area Cmd, Hq & Hq Sq	Par 121	7/13/42	40	5	138	2	80	10	276
Bomber Cmd (VH) Hq & Hq Sq	1-1-0-1S-2	2/15/43	76	3	255	2	152	6	510
Fighter Cmd, Hq & Hq Sq	1-1-1S	8/15/42	61	2	231	2	122	4	462
Air Support Cmd, Hq & Hq Sq	1-500-1 (O-1)	7/1/42	54	0	214	2	108	0	428
Bomb Wing (VH) Hq	Tent	-	39	1	25	6	234	6	150
Troop Carrier Wing, Hq & Hq Sq	1-310-1 (O-1)	2/15/43	41	2	125	1	41	2	125
Bomb Gp (VH) Hq	Tent	-	15	0	9	25	375	0	225
Bomb Sq (VH) Air	Tent	-	74	0	94	100	7400	0	9400
Bomb Sq (VH) Maint	Tent	-	17	0	362	100	1700	0	36200
Bomb Gp (H) Hq	1-112	3/26/43	24	1	55	1	24	1	55
Bomb Sq (H)	1-117 (Avg)(O-1)	3/26/43	69	0	351	4	276	0	1404
Fighter Gp Hq	1-12 (O-1)	7/1/42	22	1	50	25	550	25	1250
Fighter Squadron	1-27 (O-3)	7/1/42	39	0	252	100	3900	0	25200
Fighter Control Sq	1-47	6/26/43	24	0	222	25	600	0	5550
Night Fighter Sq	1-67	5/24/43	41	0	238	15	615	0	3570
Recon Gp Hq (Fighter)	Tent		24	1	54	1	24	1	54
Recon Sq (Fighter)	Tent		35	0	182	4	140	0	728
Troop Carrier Gp Hq	1-312	2/15/43	26	1	80	6	156	6	480
Troop Carrier Sq	1-317 (O-2)	2/3/43	59	24	259	24	1416	576	6216
Air Support Control Sq	1-547	5/5/43	6	0	213	2	12	0	426
Photo Intelligence Det	1-747S	9/15/42	43	0	49	2	86	0	98
Photo Lab Section	Tent	-	4	1	58	2	8	2	116
AAF Combat Camera Unit	PAT 130	11/9/42	9	0	23	2	18	0	46
Statistical Control Unit	1-3003 (Type B)	5/24/43	7	0	52	2	14	0	104
Rep'l Control Depot, Hq & Hq Sq	20-45 (O-2)	4/1/42	18	0	117	2	36	0	234
Base Hq & Air Base Squadron (Red.)	1-422 (BS)	9/1/42	10	0	135	16	160	0	2160
Air Depot	Tent	6/29/42	110	1	0	2	220	2	0
Sub-Depot	M/T		9	0	0	3	27	0	0
Base Air Depot	-	-	106	17	3619	1	106	17	3619
Emergency Rescue Sq	1-987	11/9/43	59	0	205	1	59	0	205
Weather Service			248	45	1357	1	248	45	1357
Communications Service			289	0	5183	1	289	0	5187

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	Wo	Mn	No. of Units	AGGREGATE STRENGTH Off	Wo	Mn
		PACIFIC - ASIATIC AMSA (Cont'd)							
Aircraft Assembly Sq	PAF 115	1/30/43	12	0	206	1	12	0	206
Photo Lab Bomb Wing (VH)	Tent	-	3	1	44	6	18	6	264
Photo Lab Bomb Gp (VH)	Tent	-	1	0	20	25	25	0	500
Service Gp Hq & Hq Sq (Sp)	Tent	-	25	0	348	25	625	0	8700
Engineering Sq Service Gp(Sp)	Tent	-	8	1	207	25	200	25	5175
Material Sq Service Gp (Sp)	Tent	-	6	1	117	25	150	25	2950
Service Gp, Hq & Hq Sq	1-412 (C-1)	6/16/43	28	0	136	16	448	0	2176
Service Squadron	1-417 (C-1)	7/1/42	7	2	227	33	231	66	7491
Air Depot Gp,Hq & Hq Sq	1-852	7/1/42	19	0	150	15	285	0	2250
Depot Repair Squadron	1-857	7/1/42	10	0	310	15	150	0	4100
Depot Supply Squadron	1-858	7/1/42	8	0	129	15	120	0	1935
Cml Co Air Operations	3-457	7/1/42	4	0	130	8	32	0	1040
Cml Maint Co (Avn)	3-47 (C-1)	4/1/42	4	0	119	2	8	0	238
Cml Depot Co (Avn)	3-418	2/28/42	4	0	78	2	8	0	156
Engr AF Hq Co	5-200-2 (C-1)	4/1/42	17	0	713	2	34	0	1426
Engr Topo Co (Avn)	5-447 (C-1)	2/6/42	8	0	147	2	16	0	294
Engineer Bn (Avn)	5-415 (C-4)	4/1/42	31	0	776	15	465	0	11640
Engr Avn Fire Fighting Platoon	5-337	5/12/43	1	0	28	33	33	0	924
Engr Utilities Det (Avn)	5-283 (Col 6)	4/21/43	2	0	50	33	66	0	1650
Engr Avn Maint Co	5-457	4/1/42	16	0	175	3	48	0	525
Engr Avn Depot Co	5-47	4/1/42	6	0	189	2	12	0	378
Airborne Engr Bn (Avn)	5-455	5/1/43	28	1	771	2	56	2	1600
Ordnance Am Co	9-17	4/1/42	4	0	190	2	12	0	760
Ordnance Maint Co AF	9-257 (C-1)	3/13/42	8	1	216	2	16	2	432
Ordnance Depot Co	9-57	6/2/43	5	1	180	4	20	2	740
Ordnance Mk Co Avn (4)	10-487 (C-1)	7/1/42	2	0	40	16	32	0	640
Ordnance Supp & Maint Company (Avn)	9-417	9/29/43	4	0	76	33	132	67	2584
AM Platoon AD Gp	10-427	7/1/42	2	0	44	17	34	0	748
AM Co Boat (Avn)	10-497	2/11/42	3	12	91	2	6	24	182
AM Truck Co (Avn)	10-517 (C-1)	7/1/42	3	0	99	48	144	0	4752
AM Co Service Gp (Avn)	10-437	7/1/42	5	0	90	20	100	0	1810
AM Co Depot Specialist (Avn)	10-477	7/1/42	3	0	104	2	6	0	208
AM Co Depot Class III (Avn)	10-487	7/1/42	2	0	92	2	4	0	368
Signal Company (Avn)	11-217 (C-1)	5/19/42	6	0	177	4	24	0	708
Signal Radio Intell Co (Avn)	11-297	6/10/43	8	0	134	2	16	0	284

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Unit	T/O		Unit Strength Off	EM	Total	No. of Units	Assigned Aviation Off	EM	Total
		Fairfield - Staff and (cont'd)							
Signal Company Wing	11-247	7/1/42	3	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Co Troop Carrier Gp	11-457	5/23/43	7	[illegible]	127	1	[illegible]	[illegible]	127
Signal Co Service Sq	11-237	[illegible]/42	3	0	97	1[illegible]	[illegible]	[illegible]	[illegible]
Signal Co Depot (Avn)	11-487	[illegible]/43	7	3	[illegible]	1[illegible]	1[illegible]	[illegible]	[illegible]
Signal Constr Bn (Avn)	11-225	7/1/42	17	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Bn Air Support Cmd	11-317	[illegible]/43/42	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Signal Bn & Hq Co AAS Fighter Command	11-450-1	[illegible]/42	1[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Radar Calibration Det	1-727	[illegible]/43	10	[illegible]	[illegible]	[illegible]	[illegible]		
Signal AM Service			1[illegible]	[illegible]	[illegible]	1	1[illegible]	[illegible]	[illegible]
Med Supply Plat (Avn)	8-497	6/3/42	[illegible]	0	1[illegible]	1[illegible]	[illegible]	0	[illegible]
Med Dispensary (Avn)	-	-	[illegible]	0	[illegible]	[illegible]	1[illegible]	0	[illegible]
Med Air Evac Transp Sq	8-[illegible]7	[illegible]/43	31	0	31	[illegible]	[illegible]	0	1[illegible]2
MP Company (Avn)	19-417	[illegible]/42	[illegible]	0	1[illegible]0	1[illegible]	[illegible]	0	1[illegible]0
Finance at Large	-	-	1[illegible]7	[illegible]	[illegible]	1	1[illegible]7	[illegible]	[illegible]
Chaplain at Large	-	-	[illegible]3	[illegible]	-	1	[illegible]	[illegible]	-
Total Personnel							[illegible]	1[illegible]6	[illegible]

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Enclosure B
to IPoint Plan

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Enclosure "C"
Training Command

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 Jan 1944

SUBJECT: Initial Post War Air Force

TO: Commanding General, Army Air Forces, Washington 25, D. C.
Attention: Asst. Chief of Air Staff, Training.

1. As directed in secret letter your headquarters, AFACT-1A, 22 December 1943, subject, "Post War Air Force" and as amended by secret letter, your headquarters, 22 January 1944 same subject, the following plan is submitted for the training requirements of the proposed Post War Air Force.

2. Based upon the information given in the letter referred to in preceding paragraph and such additional assumptions as were necessary for the formulation of a complete plan as summarized in Tab "H" attached, it is estimated that the following must be trained each year:

	Air Force	Navy and Army	Total	Number in Trng. at one time
Pilot	6,147	1,229	7,376	9,420
Navigator-Bombardier-Radar	2,049	410	2,459	3,150
Non-Rated Officers	9,000	-	9,000	702
Enlisted men, Basic Training	300,000	-	300,000	75,000
Enlisted men, Technical Trng.	46,875	9,375	56,250	30,258
Officers, Technical Training	3,008	-	3,008	1,610
Enlisted Men, Flexible Gunnery	3,885	777	4,662	1,500
Air Academy	-	-	Included above	2,300
	370,964	11,791	382,755	123,940.

3. The number of officers obtained from each source is estimated to be as follows:

	Rated	Non-Rated
Air Academy	965	154
ROTC Graduates	2,381	8,270
Aviation Cadet Training	4,850	0
Officer Candidate School	0	576
	8,196	9,000

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a. The Air Academy will be a two year course following two years at a Combined Services Academy for the Army, Navy and Air Forces. A graduate from the academy will be granted a Bachelor of Science Degree and will be commissioned a second lieutenant in the regular Air Forces. All graduates from the academy will be entered in pilot training. Those who fail to qualify for a rating will continue in the service as non-rated officers. Selection to the Combined Services Academy would be by competitive examination only. The present practice of political appointments to the academy should be discontinued. The Air Academy would draw approximately 1,200 students each year from the Combined Services Academy.

b. Graduates of an accredited four year college with ROTC training will be commissioned in the Air Force Reserve with the rank of second lieutenant. Those qualifying for air crew training would take this training in grade.

c. Physically qualified candidates with the equivalent of two years college education would be trained as aviation cadets and upon completion of the flight training would be appointed as flight officers in the Air Force reserve. Qualified flight officers could be commissioned as second lieutenants in the Air Force reserve after 2 years duty.

d. Candidates selected by means of a competitive examination at two year college level from enlisted men who have satisfactorily completed at least one three year enlistment would attend officers candidate school and upon graduation be commissioned second lieutenants in the Air Force reserve.

3. In order to increase the proficiency of the officers in the regular Air Force, it is proposed to conduct the following training:

	No. per year	No. in training at one time
Squadron Officers School	2,490	830
Tactical Officers School	1,100	1,100
Advanced Officers School	300	100
Technical and Specialist Schools	3,008	1,610

a. Squadron Officers School to be held at the Air Forces Tactical Center for all rated officers and those non-rated officers expected to be in command of troops. Attendance would be in the grade of first lieutenant.

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b. Tactical Officers School would be at the Air Force Tactical Center and would be attended while in the grade of captain or major. All rated personnel would attend and selected non-rated personnel equal to approximately 10 percent of the school.

c. The Advanced Officers School would be held at the Air Forces Tactical Center and would be a short refresher course in preparation for attendance at the Combined Services War College which it is expected will be established under the jurisdiction of the War Department.

d. Technical courses will be provided at the various technical schools and as post graduate courses at selected colleges. All non-rated personnel and approximately 50 percent of the rated personnel would be given this training while in the grade of first lieutenant. Additional advanced courses would be provided for officers in higher grades.

e. It is proposed that company officers schools will be operated at the stations following uniform curricula or correspondence courses prepared by the Training Command.

4. Enlisted men inducted into the Air Forces reserve will be given classification, processing, conditioning and indoctrination for 75 days with an additional 15 days allowed for clearance and shipment. Technical and specialist training will be given only upon enlistment into the regular Air Force. The training in the various MOS would be in proportion to the schedule furnished by your headquarters with the letters referred to in paragraph one above.

5. In order to maintain the Air Forces at a stabilized strength with the proper proportion of officers in each grade, provision must be made for promotion or separation from the service of sufficient officers to balance those taken into the regular Air Force each year from the Academy or the reserve. A plan has been prepared and is submitted in Tab "A", "Officer, Procurement, Distribution, promotion and Attrition", attached. It is anticipated that the law governing retirement for the armed services will be amended to compensate for forced separation from the service with less than 10 years active duty by the payment of one years base pay. Voluntary or forced separation after 10 or more years service would be compensated by a yearly retirement pay equal to 2 1/2 percent times the years of active service times the base pay at retirement, or an option of one years base pay in lieu of annual compensation. Retirement benefits for service connected disability would be continued as at present.

6. In order to maintain the proficiency of the officers placed in the inactive reserve for a period of 5 years, it is proposed that these

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officers will be recalled to active duty 2 weeks each year. This would require that 75 officers would be continuously in training at each of 40 Air Force stations located throughout the Continental United States. To maintain the proficiency of the estimated 30,000 rated officers, it is proposed to activate 601 Reserve Flying Training Detachments operating approximately 5,000 airplanes and requiring 601 officers and 7,400 enlisted men. An alternate plan has been prepared to maintain the proficiency of flying personnel for a period of 3 years instead of 5 which would require 100 Flying Training Detachments operating approximately 2,500 airplanes and requiring 100 officers and 2,900 enlisted men.

7. In order to accomplish the training as outlined above and as explained in detail in the attached tabs, the following stations are required:

No.	Type	Approximate Student Pop.ea.	Permanent Party	Total Students and Perm.Party
1	Air Academy	2,300	3,116	5,416
1	Preflight School	1,500	1,730	3,230
1	Medical Center and Research Lab.	330	298	628
1	Tactical Center (3 stations)	2,030	6,456	8,486
10	Basic Training Centers	7,500	3,770	112,700
5	Technical Schools (Tot)	31,868 (Tot)	25,645	56,513
6	Primary-Basic Schools	575	2,778	20,118
2	Advanced Single-Engine	365	2,597	5,924
4	Advanced Twin-Engine	375	2,930	13,220
1	Single-Engine operational training	480	4,080	4,560
2	Two-Engine Operational Training	350	3,755	8,210
2	Four-Engine Operational Training	350	4,460	9,620
1 Combined)	1 Nav-Radar-Gunnery	2,100	5,793	7,893
or)	1 Bombardier (3050)	1,050	6,233	7,283
1	Flexible Gunnery	1,500	4,186	5,686
1	Negro Flying School	350	3,385	3,735
	Headquarters (AFTRC and 3 Commands)		710	710
	Reserve Training Permanent Party			8,001
	Personnel Requirements			281,933

Included in total of 281,933 are permanent party personnel requirements for Training Command: 12,946 officers; 143,017 enlisted men. Warrant Officers are not included. Warrant officers required are 1/2 of 1 percent of enlisted strength. Tentative locations for the above installations have been given in Tab "C" attached. It is expected that the final stations to be used by the Training Command will be selected by a board of officers after consideration of all available stations regardless of present jurisdiction.

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8. For the efficient organization and effective supervision of the training to be accomplished at the above stations, it is recommended that the Training Command consist of Headquarters, Army Air Forces Training Command, further sub-divided into two Flying Training Commands with necessary wings and one Technical Training Command with necessary wings located as indicated in Tab "G" attached.

/s/
B. K. YOUNT,
Lt. General, USA
Commanding.

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Tab "A" Officer Procurement, Distribution, Promotion and Attrition
Tab "B" Air Crew Training
Tab "C" Basic, Administrative and Technical Training
Tab "D" Medical Service
Tab "E" Air Force Tactical Center
Tab "F" Continuation Training for Inactive Reserve
Tab "G" Proposed Training Command Installations
Tab "H" Basic Information and Assumptions

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TAB A

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH 2, TEXAS

31 January 1944

INITIAL POST WAR AIR FORCE

Officer Procurement, Distribution, Promotion, and Retirement Plan

In constructing an officer procurement, distribution, promotion, and retirement schedule for the post war Air Force the following variable are present:

1. The proportion of officer personnel to be in the regulars and in the reserves.

2. For those in the reserves: (a) the number of years of active service, and (b) the question of whether they are to serve in more than one grade or only as reserve Second Lieutenants.

3. For those in the regulars:

(a) The schedule of years in grade.

(b) The course of progression from grade to grade.

(c) The amount of attrition to be forced at various levels, over and above natural loss due to death and disability.

(d) The proportion of regulars to be obtained annually from the reserves.

(e) The numbers to be derived from each potential source of officer personnel: Air Academy, ROTC, Aviation Cadets, and OCS graduates.

Certain of the variables cannot be manipulated in an arbitrary fashion and certain are interdependent. Thus 1 above (proportion in regulars and reserves) is set by the directive of 22 December 1943 from AFACT at a ratio of one to one (50% regulars; 50% reserves). Also the same directive fixes 2(a) (years of active service in the reserves) at three years. Obviously also 3(b) and 3(c) are not independent of each other; once the general course of progression from grade to grade has been settled upon, the amount of attrition to be assigned to different levels follows almost automatically. Other restrictions upon free manipulationof the variables are present; e.g., the proportions to be obtained from the several sources of officer personnel are relatively restricted by the nature ofsources.

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Starting with a total officer strength of 94,000, it is required that 47,000 be in the regular Air Force establishment and 47,000 in the reserves.

To deal with the regulars first, a schedule of years in grade must be selected which will:

(1) Accomodate the total strength of 47,000.

(2) Provide regular and orderly advancement.

(3) Permit attainment of grade commensurate with years of service and effectiveness of service.

(4) Satisfy the demands of the tactical air forces and other commands for certain minima in each grade, and

(5) Distribute the attrition in a satisfactory manner.

Since it was recognized at the outset that whatever schedule of years in grade was adoptedwould maximally prejudice the entire promotion plan in one direction or another, a variety of schedules was experimented with in an attempt to arrive at the most desirable base for the calculation of possible grade distributions and attrition figures. The various unsatisfactory schedules produced, together with statements concerning the consequences of their adoption, are on file in this Headquarters. They are of interest only as records of the various abortive trends of thinking that may be applied to this problem. After exclusion of these non-workable schedules the one shown in Exhibits 1, 2, and 3 was adopted. This requires a normal time in grade of 3 years for Second Lieutenants, 3 for First Lieutenants, 5 for Captains, 4 for Majors, 5 for Lieutenant Colonels, 5 for Colonels and 5 for Generals. It is to be noted, however, that a more rapid rate of promotion is possible, one year less in each grade beein set as a minimum.

Using the normal promotion schedule as a base, a distribution of grades was next made, as shown in Exhibits 1, 2, and 3, attached. Several consideration led to the adoption of this apportionment:

(1) The numbers in higher grades are easily calculated from requirements and cannot deviate significantly from those adopted.

(2) The number of Second Lieutenants should be kept small since there are already 47,000 in the reserves; the basic ground rules force more than 50 percent in the grade of Second Lieutenant (for the Air Forces as a whole).

(3) The number of Captains must be kept relatively large to meet operational requirements of the Air Forces. Presumably each planes in a very heavy bombardment squadron

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would be commanded by a Captain; moreover, a considerable number in this grade are needed in the other Commands. In the early stages of planning a schedule demanding normally four years in grade for Captains and four for First Lieutenants was adopted. Whereas this apportionment of time in grade seems more generally desirable than that eventually adopted (3 years, First Lieutenant, 5 years Captain) the latter is forced by the necessity of including a sufficient number of Captains. A careful calculation of the requirements for this grade reveals 15,000 to be an absolute minimum. There is no way of allotting four years to this grade, retaining the desired number in it, and yet adjusting the remainder of the schedule to harmonize with it.

(4) The directive of 22 January 1944, from AFACT, indicated sharp attrition at the 15-17 year levels to be desirable.

Combining of these various considerations led to the schedule, together with its curve of attrition, shown in Exhibit 1.

A brief explanation of the structure and operation of the promotion plan is given on the face of the chart. Further explanatory details are as follows: (1) The promotion plan is essentially compounded of two schedules, one operating for the first half of the career in the regulars, the other for the latter half. Attrition up to the 16-year level occurs at an accelerating rate. At this point, upon the termination of the Majority, sharp attrition occurs, 1150 annually retiring or being selected out of the service (though, as subsequently shown, this attrition may be spread over a longer period). Those remaining are subject to an essentially different schedule, one that minimizes forced attrition and retains, in a manner consistent with the avoidance of stagnation in grade, the skilled services of those who, by effective and valued service, have survived the earlier selection process. (2) Starting with an annual entrance rate of 3947, yearly admissions to grades above the rank of Second Lieutenant are as follows: First Lieutenant, 3638; Captain, 3120; Major, 1886; Lieutenant Colonel, 569; Colonel, 252; General, 63 (as shown by the figures at the bases of columns in Exhibit 1). (3) To effect relatively gentle attrition in the higher grades it has been provided that about half (252) of those completing their normal five-year terms as Lieutenant Colonels will be promoted to the grade of Colonel; the remainder will remain in grade as Lieutenant Colonels for another five-year period. Similarly, 63 of those completing their normal five-year term as Colonels are made General officers while the remaining 164 run a parallel 5-year course but as Colonels. The details of this schedule are brought out graphically in Exhibit 1 and numerically in Exhibit 2.

The exact shape of the attrition curve is capable of variation only within very narrow limits. It cannot be altered in any radical

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way and yet adhere to the schedule of years in grade. Moreover, variations in its course must necessarily be accompanied by corresponding alterations in the numbers in grade. Insofar as it was possible to plan the details of the attrition curve, the following were taken into account:

(1) Probably there should not be a severe selection from Second Lieutenant to First Lieutenant. An officer should presumably be judged by several commanding officers before being forced out of the service. Moreover, this group has just recently been subject to careful selection (into the regulars).

(2) The directive of 22 January 1944 demands severe attrition at the 15-17 year level and relatively gentle attrition from that point onward.

(3) Natural attrition due to death and disability will claim approximately 2% per annum, overall. This rate, for non-accidental death, is lower in the early years, but is augmented by accidental deaths which also are fewer in the more advanced years. The figure of 2% is a "safe" allowance at all levels.

(4) The ratio of field to company grades must be kept at a reasonable proportion. The present table (Exhibit 3) calls for 31.4% of the regulars (15.7% of the total Air Force officers) to be in field grade.

As to the manner in which the successive reductions from grade to grade are to be accomplished, it is thought that selection out of the service will occur in several ways:

(1) Self Selection. An unpredictable number, depending mainly upon general economic conditions, will wish to resign voluntarily as business opportunities present themselves.

(2) Forced Selection. A system should be devised which will provide an even, continuous flow of promotions and insure that the most competent and efficient officers are promoted. It should provide that forced attrition be distributed over the total period of years in grade rather than concentrated in the last years. At least three factors may contribute to the basis of selection out of the service:

(a) School Record. Grades and other evidences of mastery of the military profession should be considered. For example, achievement records in Squadron Officers' School or Specialist School for First Lieutenants and Tactical Officers' School for Captains and Majors may well constitute part of the criterion for determining whether an officer should be promoted or continue in the Service.

(b) Examinations. Perhaps at all levels and certainly at

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critical levels such as that midway through the promotion schedule, examinations testing competence for advancement should be utilized to effect selection of the best qualified.

(c) Efficiency record. An improved system of overall rating of officers on their performance and capabilities should be devised. Any plan adopted should incorporate certain principles which have demonstrated their usefulness in industrial efficiency rating plans. Among these are the following:

(i) The recorded rating for a man should reflect the independent judgments of several raters rather than the judgment of a single superior or that of a board whose expressed judgment may be largely influenced by a single person.

(ii) The plan should require the rater to distribute his men according to relative order of merit for promotion or continuation in service rather than to give an independent rating to each officer without considering how he compares with the other officers being rated.

(iii) Each rater should rate not only his immediate subordinates but also a sample of the men rated by each of his immediate subordinates. Such a system of interlocking ratings provides a basis for fair comparisons among men in different units. It is essential to any plan which attempts to equalize over a number of units opportunity for promotion.

The essential mechanics for a rating plan embodying these principles are available and it should not be difficult to adapt them to military needs. (See Exhibit 5)

The promotion plan outlined above must be supplemented by one, and possibly two, principles:

(1) Retirement. Present legal provisions for retirement seem adequate to care for the plan presented. Those selected out of the service above the grade of Second Lieutenant with less than 10 years' active duty would receive retirement compensation of one full year's base pay. For those separated from the service, either voluntarily or involuntarily, after 10 years of active service, compensation would be provided at the rate of 2 1/2 percent of annual base pay times the number of years of active service with, however, a maximum of 75 percent of base pay annually. An option, in the latter instance, is immediate compensation to the extent of one year's base pay at the time of separation from the service. Also, current provisions for compensation of

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disability incurred in line of duty seem adequate.

The above arrangement, or a suitable substitute for it, is a necessary adjunct to the proposed promotion plan. A second accessory principle, may be added if it appears desirable:

(2) Promotion in temporary grade. In view of the requirement that the tactical Air Forces must be essentially youthful in its make-up it may seem advantageous to establish, over and above the permanent grade schedule, a supplementary number of temporary grades. The promotion plan provides normal entrance to the grade appropriate for a squadron commander's duties at the age of 34; this grade may be entered, at the most rapid promotion rate, at age 31. Similarly, a group commander would normally be 38, though he may reach this status at 34. If, in keeping with the conception of a youthful Air Force, it is believed that it should be possible to reach squadron and group command earlier, a limited number of temporary grades, perhaps restricted to field level, could be created, as inevitably has happened in wartime in the past.

The plan shows there to be required annually an entrance rate of 3947 officers to compensate for the annual total attrition rate of 3947. Exhibit 4 shows the details of procurement of officer personnel. The four sources are:

1. Air Academy graduates. It is contemplated that by far the larger portion (about 85%) of this group will be rated. This source would supply annually 1097 Second Lieutenants, about 28% of those admitted to the regulars in any year. However, those derived from the Academy constitute about half of the regular Second Lieutenants in grade at any time. Since the entrants from this source will have been very highly selected, having completed not only the two-year Air Academy course but also the two-year general Services Academy prior to it, it is not anticipated that attrition throughout the training process should amount to more than the normal natural 2% loss. The small proportion (15%) failing to complete flying training is utilizable in administrative capacities.

2. ROTC graduates. For reserve officer personnel this is the largest single source. It also contributes approximately 40% of the annual total intake to the regular establishment. The great majority of those becoming regulars (1486/yr) are non-rated and would provide the larger source of technically trained and administrative personnel. The remainder (112/yr) are rated officers. It is to be noted that the schedule of entrance to the regulars is such that, for this class of personnel, the numbers shown in the chart must be multiplied by 2 to obtain annual rates (entrance at a semiannual rate).

3. Aviation Cadets. All officers entering the regulars from this source have been Flight Officers (2 years) and Second Lieutenants Reserve (1 year). All are rated aircrew who have been on active duty

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for three years. Since the AFACT directive of 22 January 1944 requires that Warrant Officers be obtained exclusively from enlisted men who have served 3 years or more it is impossible to procure non-rated officers from this source. The desirability of allowing Aviation Cadets who possess the requisite aptitudes and inclinations to pursue a course of technical training towards a two-year Warrent Officer appointment, paralleling the Flight Officer appointment, should be indicated, however. Such a plan would make possible utilization in the reserves and subsequent admission to the regulars of a considerable number of students having but a two-year college background. In terms of probably realities, it seems likely that 2-year college men would be procurable as officer material at least as readily as college graduates.

4. O.C.S. Graduates. To make possible obtaining officers from the ranks an Officer Candidate School has been included in the plan. It is anticipated that such a school would admit for training about 700 men annually and that all entrants would have been highly selected as potential officer material. It has further been assumed that the graduates of this school would be non-rated; enlisted men eligible for flying training would become Aviation Cadets by meeting a two-year college "equivalent" requirement through competitive examination. The O.C.S. source would supply annually to the regulars about one-third the number of technical and administrative officers obtained from non-rated R.O.T.C. graduates.

The foregoing with its accompanying exhibits has provided the main outline of the officer procurement, distribution, promotion, and retirement plan. The more significant figures involved are here summarized:

Total officers, regular		47,000	
Total officers, reserve		47,000	
	Total	94,000	
Annual graduation from training (rated)		8,196	
Annual graduation from training (non-rated)		9,001	
	Total	17,197	
Annual intake to active reserve		17,510	
Annual turnover to inactive reserve		12,493	
Annual intake to regulars		3,947	
Annual attrition from regulars		3,947	
Size of Air Academy	(about)	2,300	students
Annual withdrawal from ROTC Colleges		12,181	students
Annual withdrawal from Non-ROTC Colleges		7,080	students
Annual admission to OCS		702	E/M

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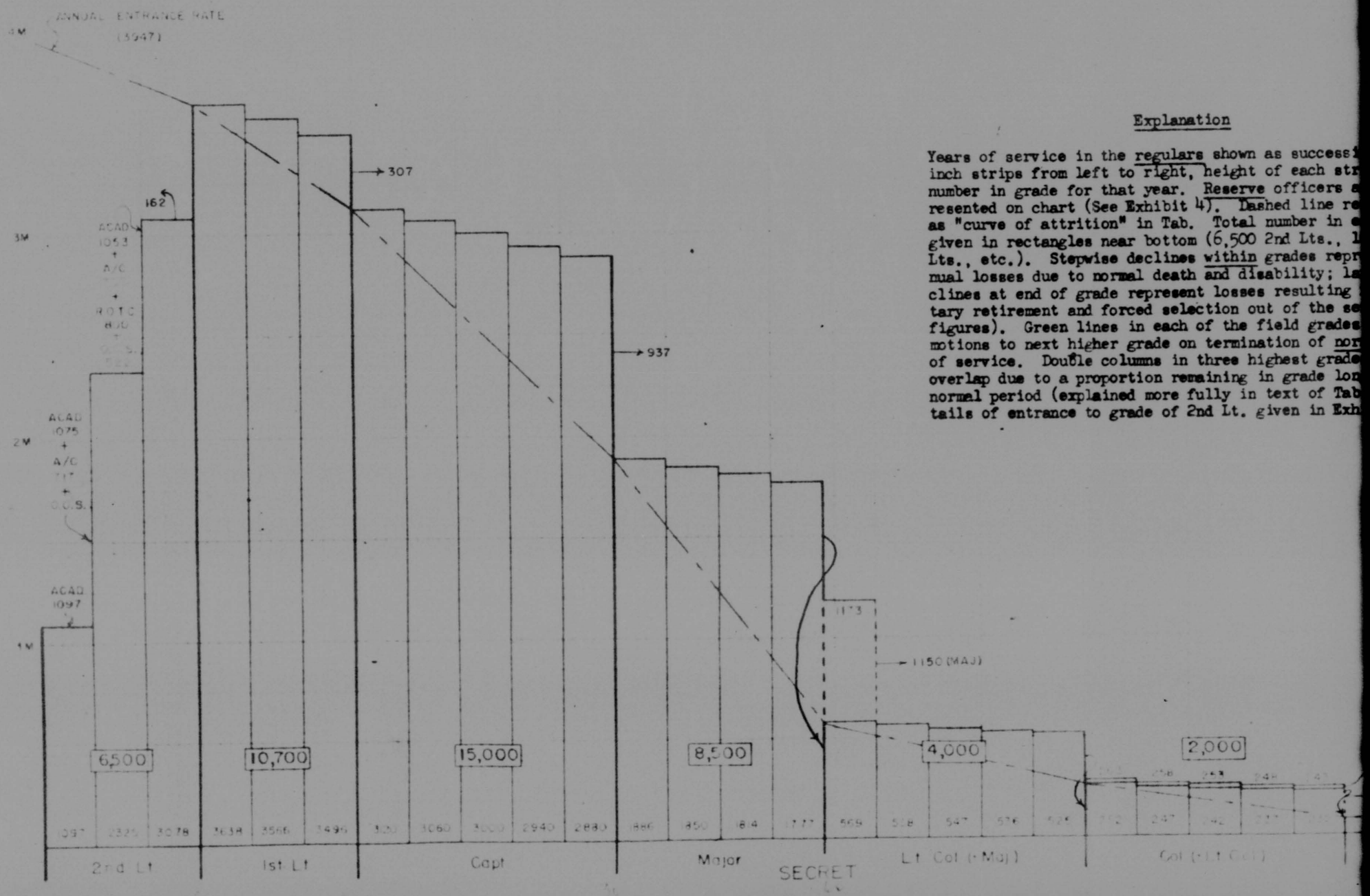
OFFICER DISTRIBUTION PROMOTION AND ATTRITION



Explanation

Years of service in the regulars shown as successi
inch strips from left to right, height of each str
number in grade for that year. Reserve officers a
resented on chart (See Exhibit 4). Dashed line re
as "curve of attrition" in Tab. Total number in e
given in rectangles near bottom (6,500 2nd Lts., 1
Lts., etc.). Stepwise declines within grades repr
nual losses due to normal death and disability; la
clines at end of grade represent losses resulting
tary retirement and forced selection out of the se
figures). Green lines in each of the field grades
motions to next higher grade on termination of nor
of service. Double columns in three highest grade
overlap due to a proportion remaining in grade lon
normal period (explained more fully in text of Tab
tails of entrance to grade of 2nd Lt. given in Exh

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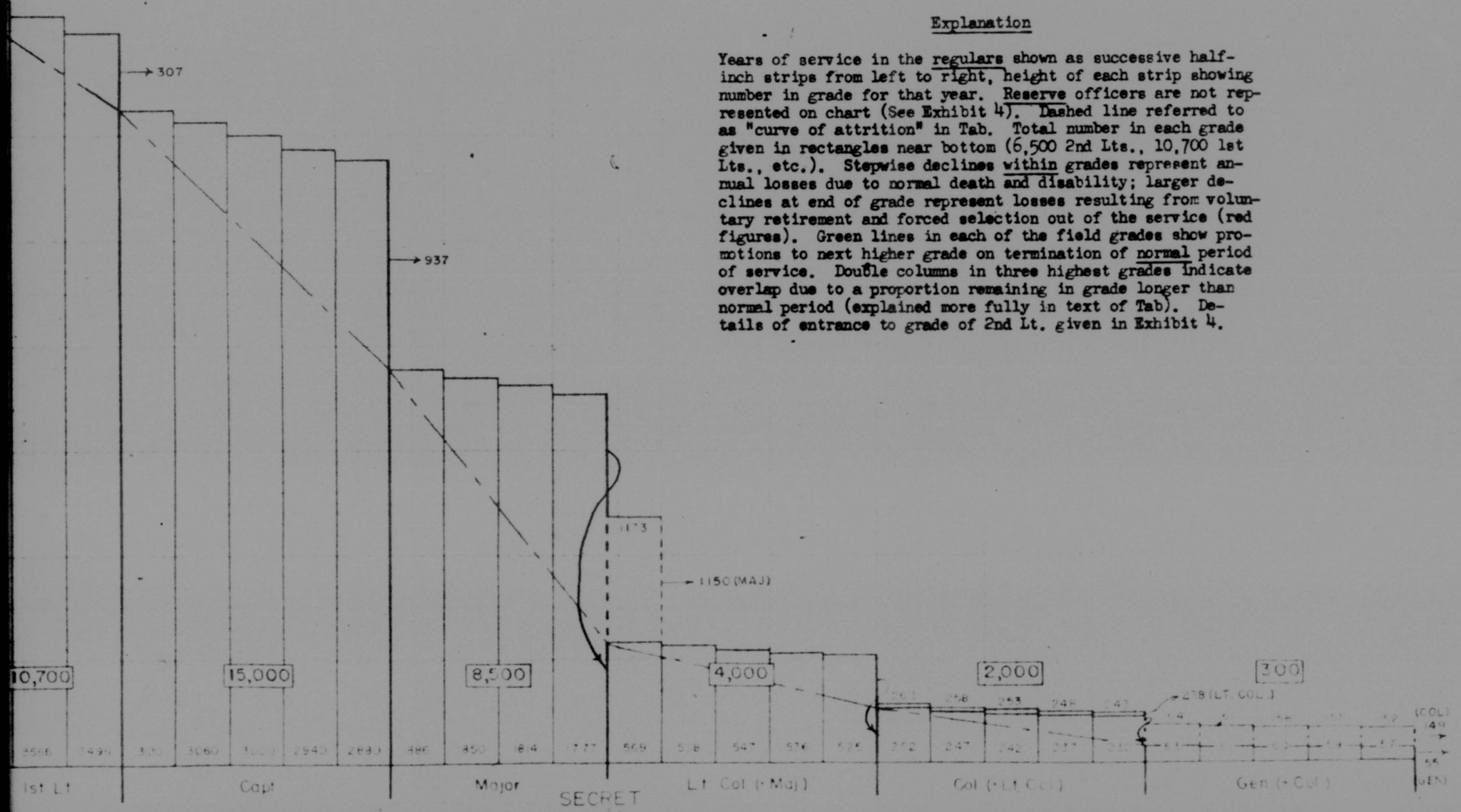
OFFICER DISTRIBUTION PROMOTION AND ATTRITION

26 January 1944

ANNUAL TOTAL ATTRITION (3947)



Explanation

Years of service in the regulars shown as successive half-inch strips from left to right, height of each strip showing number in grade for that year. Reserve officers are not represented on chart (See Exhibit 4). Dashed line referred to as "curve of attrition" in Tab. Total number in each grade given in rectangles near bottom (6,500 2nd Lts., 10,700 1st Lts., etc.). Stepwise declines within grades represent annual losses due to normal death and disability; larger declines at end of grade represent losses resulting from voluntary retirement and forced selection out of the service (red figures). Green lines in each of the field grades show promotions to next higher grade on termination of normal period of service. Double columns in three highest grades indicate overlap due to a proportion remaining in grade longer than normal period (explained more fully in text of Tab). Details of entrance to grade of 2nd Lt. given in Exhibit 4.

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Exhibit 2

26 Jan 44

FLOW CHART FOR OFFICERS
Number in Grade and Attrition

Years of Service				
			(B) 149 retired	(B) 55 retired
30			152	57
29			155	59
28			158	60
27			161	61
26			164	63
		(B) 238 retired		300 Total Generals
25		243	232	
24		248	237	
23		253	242	
22		258	247	
21		263	252	
20		525	2000 Total Colonels	
17		536		
18		547		
17		(B) 1150 retired	558	
16			1173	569
15			1777	4000 Total Lt. Colonels
14			1814	
13			1850	
12		(B) 937 retired	1886	
11		2880	8500 Total Majors	
10		2940		
9		3000		
8		3060		
7	(B) 307 not selected	3120		
6	3496	15000 Total Captains		
5	3566			
4	3638			(B) 162 not selected
3	10700 Total	(A)	3018	
2	1st Lt.	(A)	2325	
1		(C)	1097	
			6500 Total 2nd Lts. (R.A.)	

47000 Total 2nd Lt. (Res.)

(A) See Exhibit 4 for details of entrance to regulars from reserve.

(B) Forced attrition.

(C) From Air Academy.

Entrance per year to R.A. = 3947 (A) + (C)

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Exhibit 3

Exhibit 3
26 Jan 44

	Normal Yrs. in Grade	Min. Yrs. in Grade	Max. Yrs. Service for Grade	Normal Age on Entering Grade	Number in Grade	% in Grade	Promote Each Year	Natural Attrition	Forced Attrition (end of term)	Total Attrition	Attrition % of Grade
Gen.	5	-	-	48	300	.3	-	8	55	63	21.0
Col.	5	-	30	43	2000	2.1	63	40	149	189	9.5
Lt. Col.	5	4	25	38	4000	4.2	252	79	238	317	7.9
Major	4	3	16	34	8500	9.1	569	167	1150	1317	15.5
Capt.	5	4	11	29	15000	16.0	1886	297	937	1234	8.2
1st Lt.	3	2	6	26	10700	11.4	3120	211	307	518	4.8
2nd Lt.	3	2	3	23	6500	6.9	3608	147	162	309	4.7
Totals					47,000	50.0	9047	949	2998	3947	(8.4 Av.)
							Entrance Rate				
2nd Lt. Res.	(3)	3	3	-	47,000	50.0	2041	922		-	-
Totals					94,000	100.0			12,493 To Inactive Reserve		

Yearly Intake to Reserve = 17,510

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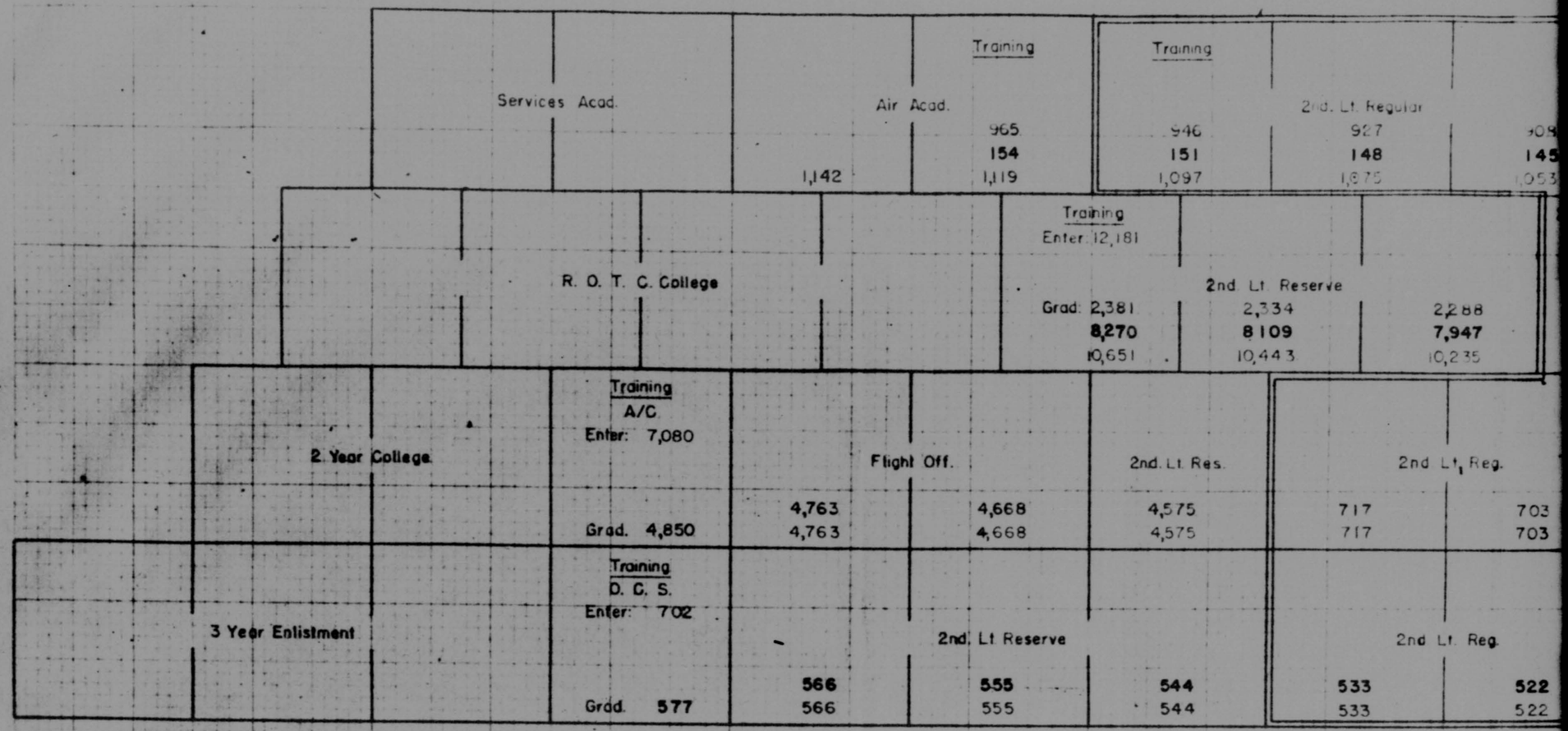
SCHEDULE OF ENTRANCE TO REGULARS AND ANNUAL TRAINING LOAD



Total 2nd. Lt. Reg. = 6,500
Enter Regulars Annually = 3,947
Enter Reserves Annually = 17,510

Training Load (Rated)			Training Load (Non-Rated)		
Enter		Grad.	Enter:		Grad.
985	Acad.	965	157	Acad.	154
3,476	ROTC	2,381	8,705	ROTC	8,270
7,080	A/C	4,850	0	A/C	0
0	OCS	0	702	OCS	577
11,541	TOTAL	8,196	9,564	TOTAL	9,001

IN Active Reserve		TO Inactive Reserve
31,329	ROTC	8,635
14,006	A/C	3,858
1,665	OCS	0
47,000	TOTAL	12,493

—— Rated
—— Non-Rated

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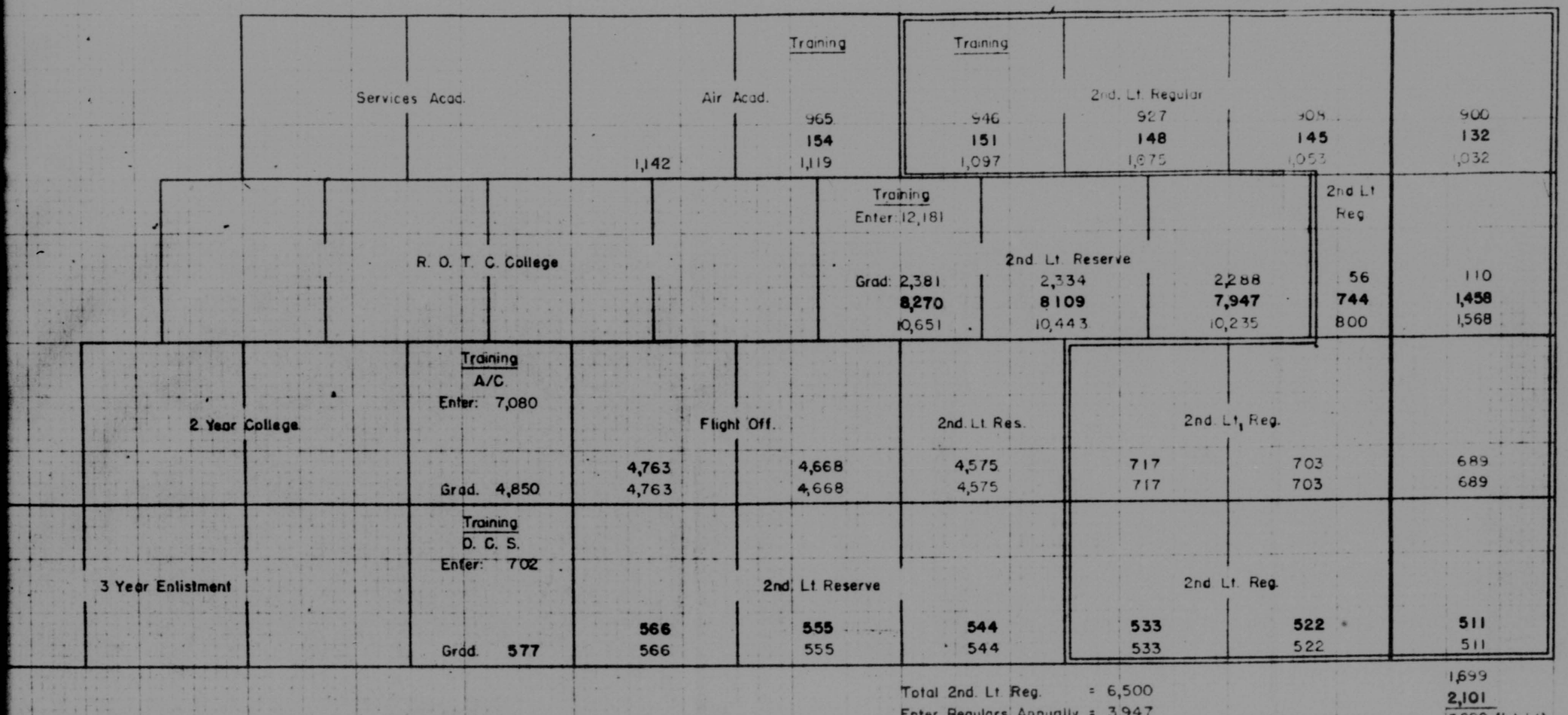
SCHEDULE OF ENTRANCE TO REGULARS AND ANNUAL TRAINING LOAD



Total 2nd. Lt. Reg. = 6,500
Enter Regulars, Annually = 3,947
Enter Reserves Annually = 17,510

1,699
2,101
3,800 (1st. Lt.)

Training Load(Rated)			Training Load(Non-Rated)		
Enter		Grad.	Enter:		Grad.
985	Acad.	965	157	Acad.	154
3,476	ROTC	2,381	8,705	ROTC	8,270
7,080	A/C	4,850	0	A/C	0
0	OCS	0	702	OCS	577
11,541	TOTAL	8,196	9,564	TOTAL	9,001

IN Active Reserve		TO Inactive Reserve
31,329	ROTC	8,635
14,006	A/C	3,858
1,665	OCS	0
47,000	TOTAL	12,493

—— Rated
—— Non-Rated

AFTRC
29 January 1944

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EXHIBIT 5

PROPOSED SUBSTITUTE FOR PRESENT EFFICIENCY REPORT

The Six-Factor Rating System attached hereto for assessing the performance and capabilities of officers has been developed with the following fundamental principles in mind:

(1) Any efficiency rating should reflect the independent judgment of several raters rather than the judgment of a single superior officer.

(2) The associated plan should require the rater to distribute his men according to relative order of merit rather than give independent ratings without comparative accuracy.

(3) Each rater should rate not only his immediate subordinates but also a sample of the men rated by each of his immediate subordinates.

(4) Any rating system must be simple enough to be understood by those rated; otherwise it does not motivate.

(5) Any comprehensive rating system must be susceptible to statistical mathematics; otherwise predictions essential to organizational planning cannot be accurate.

(6) Efficiency of any Army Air Forces officer can be considered as constituted by six elemental factors, several of which involve sub-factors. The over-all efficiency rating should be the average of all six factor ratings, each rating being made on the basis of 100% as perfect score.

The six elemental rating factors can be defined as follows:

(1) AAF Profe sional Knowledge Factor: measurement of clearness of correct mental grasp of AAF organization, administrative methods, channels of supply, and tactical missions of various component units.

(2) AAF Specialized Knowledge Factor: measurement of systematic practical knowledge of any or all of three AAF specializations associated with commissioned ratings. Average of sub-factor ratings will constitute factor rating.

(3) Sense of Responsibility Factor: appraisal of capacity to conscientiously use all means to accomplish duties.

(4) Leadership Factor: estimate of capacity to direct, control and influence others in definite lines of action and still maintain high morale.

(5) Military Bearing Factor: evaluation of dignity of military demeanor, neatness and smartness of appearance

(6) Military Utility Factor: appraisal of general utility to the Army Air Forces in consideration of primary and secondary duties and based on characteristics such as initiative, decisiveness, common sense, enthusiasm, loyalty, energy, tact, force and aggressiveness.

The first two elemental factors would be based upon results of annual examinations. The latter (AAF Specialized Knowledge Factor) assumes that specialization ratings will include bombardier, navigator, engineering officer, weather officer, communications officer, chaplain, surgeon, inspector, technical instructor, flight instructor and administrative officer as well as the several categories of pilots

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OVER-ALL EFFICIENCY RATING

(A) OFFICER REPORTED UPON: WEBSTER (LAST NAME) RUSSELL (FIRST NAME) B (MIDDLE INITIAL) | 0-324041 (SERIAL NO.) | CAPTAIN (GRADE) | 117th FIGHTER GROUP (UNIT)

(B) PERIOD COVERED BY THIS REPORT: 11 MONTHS, FROM 2 FEBRUARY 43 TO 31 DECEMBER 43

(C) OFFICIAL DUTIES AT STATIONS SERVED: (CORROBORATIVE RATINGS ONLY)

STATION	DUTY	MONTHS	EFFICIENCY RATING	INITIALS OF RATING OFFICERS		
STODDARD ARMY AIR BASE, STODDARD, OHIO	ASST OPERATIONS OFFICER	1	80	WLR	PBO	TEG
BARKSDALE FIELD, SHREVEPORT, LA	SQDN ENGINEERING OFFICER	11	90	FD	HOT	OMC

(D) AAF PROFESSIONAL KNOWLEDGE FACTOR
MEASUREMENT OF CLEARNESS OF CORRECT MENTAL GRASP OF AAF ORGANIZATION, ADMINISTRATIVE METHODS, CHANNELS OF SUPPLY, AND TACTICAL EMPLOYMENT OF VARIOUS COMPONENT UNITS. **84**

(E) AAF SPECIALIZED KNOWLEDGE FACTOR
MEASUREMENT OF SYSTEMATIC PRACTICAL KNOWLEDGE OF ANY OR ALL OF THREE (3) AAF SPECIALIZATIONS ASSOCIATED WITH COMMISSIONED RATINGS. AVERAGE OF SUB-FACTOR RATINGS WILL CONSTITUTE FACTOR RATING.

37	ALT PILOT	75
95	PROD ENGINEER	92
—	NONE	—

83.5

(F) SENSE OF RESPONSIBILITY FACTOR
APPRAISAL OF CAPACITY TO CONSCIENTIOUSLY USE ALL MEANS TO ACCOMPLISH DUTIES. **78**

(G) LEADERSHIP FACTOR
ESTIMATE OF CAPACITY TO DIRECT, CONTROL AND INFLUENCE OTHERS IN DEFINITE LINES OF ACTION AND STILL MAINTAIN HIGH MORALE. **67**

(H) MILITARY BEARING FACTOR
EVALUATION OF DIGNITY OF MILITARY DEMEANOR, NEATNESS AND SMARTNESS OF APPEARANCE. **70**

(J) MILITARY UTILITY FACTOR
APPRAISAL OF GENERAL UTILITY TO THE ARMY AIR FORCES IN CONSIDERATION OF PRIMARY AND SECONDARY DUTIES AND BASED ON CHARACTERISTICS SUCH AS INITIATIVE, RESOURCEFULNESS, COMMON SENSE, ENTHUSIASM, LOYALTY, ENERGY, TACT, FORCE AND AGGRESSIVENESS. **80**

(K) OVER-ALL EFFICIENCY RATING **77.1**

(L) OTHER CORROBORATIVE DATA
BRIEF GENERAL ESTIMATE BY REVIEW RATING OFFICER AS CONCURRED IN BY OTHER RATING OFFICERS:
Subject officer's attention to duty is not consistent his ability to understand new ideas and technical developments is definitely above average.

REMARKS: Subject officer consigned to local station hospital for appx three (3) months due to back injury incurred in line of duty

WE CERTIFY THAT, TO THE BEST OF OUR KNOWLEDGE AND BELIEF, ALL ENTRIES MADE HEREON ARE TRUE AND IMPARTIAL AND IN ACCORDANCE WITH AAF REGULATIONS 300-44 AS STATED ON REVERSE SIDE OF THIS CARD.

Ford Davis
SIGNATURE OF SENIOR RATING OFFICER
FORD DAVIS
NAME AND TITLE OF PERSON
Colonel, 3d Fighter Wing
GRADE AND UNIT

Norman A. Thompson
SIGNATURE OF SENIOR RATING OFFICER
NORMAN A. THOMPSON
Colonel, 117th Fighter Gp

Osgood B. Kelly
SIGNATURE OF FIRST REVIEW OFFICER
OSGOOD B. KELLY
Maj 117 Fighter Gp

2 January 44
DATE

PROFESSIONAL KNOWLEDGE FACTOR RATING | RESPONSIBILITY FACTOR RATING | LEADERSHIP FACTOR RATING | MILITARY BEARING FACTOR RATING | MILITARY UTILITY FACTOR RATING

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TAB B

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

31 January 1944

[redacted]

Air Crew Training

1. The planning of the training establishment for flying officer personnel of the Post War Air Forces is based on the three separate sources;

a. Air Academy

(1) It is contemplated that there will be a combined Services Academy for the Army, Navy, and Air Forces. Appointees for entrance into the Naval Academy, the Military Academy, and the Air Academy, will pursue a two-year academic course of instruction at the Services Academy. Entrance to the Academy will be by competitive examination. This Academy will, in addition to giving basic college subjects, also give a short indoctrination course in the functions of the various services. It is contemplated that during this two-year period approximately fifteen hours of flying instruction will be given to all students. Those who are to attend the Air Academy will have as a qualifying provision that they have successfully soloed during the flight instruction, that they possess the necessary physical and classification standards. Selection to the various academies will also be based on desire insofar as possible.

(2) The course of instruction at the Air Academy will be of two-years' duration. Its primary objective will be to round out the previous two-years' instruction at the Services Academy in such a way as to entitle its graduates to the equivalent of a BS Degree upon graduation from the Air Academy. The course of instruction at the Air Academy will include approximately 100 hours of aircrew training. It is contemplated that this aircrew training will be devoted primarily to navigation and bombardment. It is tentatively planned that the bombardier and gunnery work will be done away from the Air Academy and will be in the nature of field duties. It is planned that all Air Academy graduates will be utilized 100%. Those not qualifying as pilots, bombardiers, or navigators will be utilized in administrative positions. Upon graduation from the Air Academy all personnel will enter into the regularly prescribed course of flying instruction. Also, all personnel successfully graduating from the Air Academy will be appointed 2nd Lts in the Regular Air Forces.

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(3) The Air Academy must be of sufficient size to accommodate a population of approximately 2500 students. The Academy will be so selected as to have outstanding flying facilities. Randolph Field has been selected as a tentative location. However, it is felt that the Air Academy should be especially designed and built to more adequately accommodate the academic curriculum. Colorado Springs is considered a desirable location for the permanent academy. When this one has been built, Randolph will revert to a primary-basic school.

b. The second source of flying officer personnel is that of the ROTC colleges. It is contemplated that a reserve officer training course for the Air Forces will be established at all ROTC colleges. This course will be sufficiently comprehensive to preclude the necessity for any personnel from this source having to pursue preflight training. Upon graduation from an ROTC college, officers will be appointed 2nd Lts of the Air Reserve. Those who elect to undergo flying instruction will enter the prescribed course of instruction with the status of 2nd Lt, Air Reserve.

c. The 3rd source for flying officer personnel is the aviation cadet who has had a minimum of two-years' college training. This personnel will be given a combined ten-weeks' classification and preflight course prior to entering the regular course of instruction. Upon successful completion of the course of flying instruction, this personnel will be commissioned flight officers.

2. Pilot Training:

a. The course of flying instruction for pilots will consist of 20 weeks of primary and basic flying instruction, 15 weeks at an advanced flying school, and 15 weeks of operational training. Classes will be entered each 5 weeks with a total of 10 classes graduating each year.

(1) Primary-basic course of instruction will point toward producing a pilot who is completely qualified in all of the fundamentals of flying, both instrument and visual.

(2) The advanced phase will qualify the student to fly the equivalent of the AT-24 in the twin-engine schools and the AT-6 in the advanced single-engine schools. These courses will be confined to the fundamentals of navigation, practical application of instruments, and elementary tactical formations.

(3) The operational training schools will be designed to teach the student to fly tactical equipment such as the B-24 in the four-engine schools, the B-25 and B-26 in the twin-engine schools and fighter aircraft of the P-40, P-47, P-51, and P-38 types in the fighter operational training schools. These courses will be designed to include high altitude formation, intensive gunnery instruction, and

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will be conducted on tactical type aircraft. It is planned that all fighter pilots will be transitioned on the equivalent of the P-38 in addition to the single-engine fighter, i.e., all fighter pilots will be also qualified as twin-engine fighter pilots. The formations stressed at these schools will be that which are regularly employed in the tactical units.

b. It is estimated that the total number of pilots to be graduated annually for the Air Forces is 6,147. In addition, 1/5th of this number of approximately 1,230 must be trained for the Navy, making the total annual pilot production approximately 7,377. The program of instruction is based on classes entering each five weeks with a total of 10 classes graduating annually.

c. The requirements of the 105 Group Program dictate that, of the 6,147 pilots, 26.10% must be trained as fighters, 36.55% as medium bombardment pilots, and 37.35% as heavy bombardment pilots (7.15% four-engine and 30.20% B-29). Navy requirements were assumed to be 20% of those for the Air Forces with 32.5% trained as twin-engine graduates and 67.5% as single-engine graduates.

d. Facilities Required: Assuming an elimination rate of 68% approximately 10,500 trainees will be required annually. For planning purposes, this elimination will take place during the primary-basic phase. Under this assumption, the following facilities will be required:

(1) Preflight: San Antonio Aviation Cadet Center.

(2) Primary-Basic:

Classes under instruction:	1050
	882
	738
	738
Total Population	3408

or: 6 schools of 575 capacity required.

(3) Advanced-Single-engine: Three classes of 243 each under instruction, or total population of 729 or: 2 schools of 365 capacity required.

(4) Advanced Twin-engine: Three classes of 495 each under instruction, total population of 1485 or: 4 schools of 375 capacity required.

(5) Upon the graduation of each class from the advanced flying schools, 123 graduates will be commissioned in the Navy

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(83 single-engine and 40 twin-engine) and will receive further training at Navy specialized schools: 160 single-engine and 455 twin-engine graduates will be retained in the Air Forces and receive further training at the transition schools.

(6) Fighter Operational Training: Three classes of 160 each under instruction at one time or a total population of 480. Or: one school of 480 capacity required.

7 Medium Bombardment Operational Training: Three classes of 225 each under instruction at one time or a total population of 675. Or: two schools of 350 capacity required.

(8) Heavy Bombardment Operational Training: Three classes of 230 under instruction or total population of 690. Or: two schools of 350 capacity required.

(9) It is not contemplated that any training on B-29 type equipment will be given in the training establishment.

(10) Facilities of Tuskegee, Alabama will be retained to provide for the training of negro air crew members.

(11) It is estimated that the Training Command will have yearly turnover of approximately 800 pilots. This will require a Central Instructors School capable of training 80 instructors each five weeks. It is planned to conduct this training at Maxwell Field since the various types of aircraft required for the Central Instructors School will also be available for students at the air college. Also, instructing methods can be closely coordinated with the latest tactical methods.

3. Non-Pilot Training:

a. Bombardier-Navigator: Training requirements for bombardier-navigators were determined by a comparison of the number of Pilot to Non-Pilot Aircrew officers in the category of navigator, bombardier, and observer in the Air Forces Table of Organization with a resultant ratio of 1 navigator-bombardier-observer to 3 pilots.

(1) Trained bombardier-navigator requirements were then determined to be 2469 per year exclusive of the Air Academy graduates. This number includes a 20% increase of basic requirements for Naval aviation.

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(2) Radar navigation and radar bombing together with flexible gunnery are included in the training. Estimated overall elimination rate of 30% was assumed.

(3) This training may be accomplished at two installations; one for navigation and flexible gunnery training, including sub-base gunnery training, one for bombardier training.

(4) The period of navigator-bombardier-gunner training, exclusive of preflight, will be 45 weeks, estimated as follows:

(a)	Navigation Training -	25 weeks
	Flexible Gunnery Training-	5 weeks
	Total	30 weeks
(b)	Bombardier Training -	15 weeks

(5) Flexible Gunnery and Navigation Training will require a student population of approximately 2100, 6 classes of 350 each in training, with classes entering every 5 weeks. Period of training will be 30 weeks.

(6) Bombardier Training will require a student population of 1050, 3 classes of 350 each in training, with classes every 5 weeks. Period of training will be 15 weeks. Radar training to be concurrent with specialty.

(7) Although full navigator-bombardier-observer requirements are provided for in this school, all graduates of the Air Academy will have received training as bombardier-navigator-gunners. Of these graduates, it is estimated that 400 per year, not qualified as pilot, will be qualified as bombardier-navigator-gunner.

b. Flexible Gunnery (Enlisted); Requirements for flexible gunnery training of enlisted gunners were determined from the Air Forces Tables of Organization.

(1) It was assumed that only regular personnel would be trained as flexible gunners and that a complete turnover would occur every three years, resulting in a trained gunner requirement of 4800 per year. This number includes a 20% increase over basic requirements for Naval aviation.

(2) An elimination rate of 20% was assumed.

(3) This training may be accomplished at one installation

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with a population of 1200, with two classes of 600 each in training, entering each five weeks.

(a) Period of training will be ten weeks.

(b) Enlisted flexible gunnery school will be separate and distinct from flexible gunnery training given bombardiers and navigators.

c. Non-Pilot Instructor Training: It is planned to combine the Instructors School for navigation, bombardiering, and flexible gunnery and to locate this school at the Navigation-Flexible Gunnery School.

(1) Bombardier-navigator instructor requirements will necessitate a population of 60 with two classes in training, entrance every 5 weeks. Period of training will be 10 weeks.

(2) Flexible Gunnery Instructor (EM) requirements will necessitate a population of 30 entering at five-week intervals for a 5 week period of training.

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TAB C

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

31 January 1944

IPWAF

BASIC, ADMINISTRATIVE AND TECHNICAL TRAINING

1. The following report is submitted as the recommendation of the committee for Technical Training, Post War Planning Board, for that portion of the Post War Plan as pertains to Basic, Administrative and Technical Training.

a. General Assumptions and Ground Rules.

(1) Training in technical schools and special courses will be given regular officers of the Air Forces and three year enlistees only; Reserve Officers and apprentices who serve for less than three years will receive basic and on-the-job training only. It is believed that assignment to organizations before selection for advanced training is desirable for the following reasons:

(a) Both officers and enlisted men will have a much better background for advanced training after experience on the job.

(b) Individuals will have an opportunity for specialization and will have a better picture of the relationship between various phases of the many specialties.

(c) Commanders will have an opportunity to select individuals whose aptitude and efficiency warrant further training and to properly classify them.

(2) Reenlistments in the regular Air Forces will approximate 25% necessitating 75% replacements each 3 years. This assumption is based upon a study of records on percentage of reenlistments during peace-time; it is believed that the assumption in secret letter, subject: "Post War Air Force", Hq. AAF, 22 January 44, to the effect that the average length of service for the professional soldier will be 12 years, is too high for planning purposes.

(3) It was given in the initial ground rules that of the total enlisted personnel, 50% would be in the regular Air Forces; it is further assumed that 50% of these regular air force troops will require technical training.

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(4) Basic training, including time for conditioning and processing requires 75 days; allowing 15 additional days for non-duty days and time for shipment after training, an allowance of 90 days in BTC's is provided.

(5) Apprentice training will consist of reception, processing, basic training as a soldier, classification and assignment of enlistees and inductees; no attempt will be made to give technical or specialist training at this stage of service for reasons outlined in 1a (1) above, therefore the assumption of an average period of apprentice training of 6 months ("Post War Air Force", Hq. AAF 22 Jan 44 to CG AAFTC) is not considered in proportion to the average apprentice's total period of service.

(6) It is assumed that 20% of all Air Force Officers should be technically trained in order to provide experienced direction and supervision for all specialties; it is further assumed that after having been trained in one specialty an officer can be expected to serve 6 years in that specialty before being replaced. After selection on the basis outlined in 1a(1) above, and completion of technical training, an officer serving 6 additional years could be expected to be a ranking Captain ready for advancement to command responsibility, further training or selection out of the service. Less than 6 years service in a specialty requiring 6 months to 9 months training cannot be considered efficient assignment.

(7) WAC personnel would replace regular military personnel as far as training plans are concerned and, therefore, special provisions for technical training are not required.

(8) An Officers Candidate School will be established to provide a supplementary source of non-rated officers. Selected enlisted men with three or more years service and Aviation Cadet eliminees who meet specified qualifications will be given a one-year course for indoctrination and training as officers.

(9) The Army, Navy and AF Commands will require A.F. training facilities for enlisted personnel of approximately 20% of the entire Air Force requirements.

(10) That the average annual replacement of enlisted men in the Air Force will approximate 300,000 is accepted as a working basis (Secret letter, "Post War Air Force", Hq. AAF to CG AAFTC 22 January 44 and inclosure).

(11) This study is based upon 100% military personnel; where employment of civilians is contemplated, allowance can be made accordingly on personnel strengths shown in this plan.

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b. Technical Training

(1) Officers: (See Exhibit 1)

(a) Based on assumptions in 1a (1) and 1a (6) above, the requirements for officers training will be as follows:

94,000 total officers in Air Force
18,800 trained each 6 years (20% of 94,000)
3,133 trained annually (1/6 x 18,800)

(b) The special categories in which these officers are to be trained, the general nature and length of courses and the training rates in each category was determined after careful study of Army Air Forces Troop Basis, MOS Requirements for Peacetime Period, published by Troop Basis Division, AC/AS, OC&R, 13 December 43; these requirements were then adjusted proportionally, with the estimated annual, trained replacements as shown in 1b(1)(a) above.

(c) Training in highly technical and professional fields will be accomplished in colleges and universities with service connections through ROTC units; these units will require Air Force personnel for administration, but because of the small size and many unknown factors pertaining to their organization and establishment, it is not considered advisable to attempt to locate the units or outline the courses at this stage of planning. 10,651 reserve officers, graduates of accredited colleges with ROTC units, will be required annually for the Air Force. Of this number 2381 will have flying training and the balance, 8270, will be utilized for non-rated assignments, including the Medical Service. ROTC units furnishing graduates for flying training as reserve officers will be required to include in their curriculum pre-flight and basic training (of the soldier) instruction. Those ROTC units furnishing graduates for duty with the air force as non-rated reserve officers will, in addition to including basic instruction of the soldier, include instruction on related air force specialties to the professions being pursued in the colleges or universities.

(d) Actual experience and on-the-job training is considered desirable and necessary for junior officers and a reasonable amount is a prerequisite for training in special service schools; such training is considered adequate for those categories for which special training has not been provided.

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(2) Officer Candidates: (See Exhibit 1)
The requirements for officer candidate training will be 577 graduates annually, requiring 702 to be under instruction at one time, which will allow for a 18% attrition rate. The curriculum will include instruction in the school of the soldier and military subjects.

(3) Enlisted men: (See Exhibit 1)

(a) Based upon assumptions outlined in paragraph 1a(1), (2),(3),(4),(5), and (9) above, the requirements for technically trained enlisted men will be as follows:

750,000 total enlisted men in Air Force
375,000 regular air force (1/2 x 750,000)
187,500 require training (1/2 x 375,000)
140,625 replacements each 3 years (75% of 187,500)
46,875 annual trained replacements (1/3 x 140,625)
56,250 total (20% added for Army,Navy & Commands)

(b) Determination of the special categories in which these enlisted men are to be trained, the number to be trained in each category and the training rates, was made in the same manner as outlined for officer requirements in paragraph 1b(2)(b) above; requirements thus obtained were adjusted, proportionately, with the estimated annual trained replacements of 56,250 as a total.

(c) Specialists and MOS categories not specifically provided for by training courses are to be trained on the job or obtained by classification at Basic Training Centers from experienced men.

(d) Specialists (OO) will be trained at the depots in special courses which, for the purposes of this plan, will be considered as on-the-job training

(e) The policy of training small groups of specialists for Air Forces, Commands and instructors for Technical Schools at the Material Center, service schools and manufacturer's plants will be continued; such courses cannot be determined in advance and the numbers involved are too small to affect this basic plan.

c. Basic Training

(1) Based upon assumptions outlined in paragraph 1a(4), (5), and (10) above, the requirements for Basic Training capacity will be as follows:

300,000 required annual replacements.
25,000 required per month (1/12 x 300,000)
75,000 under training at one time (25,000 x 3)

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(2) Large centralized Basic Training Centers are not desired; 7,500 trainees with a permanent party of approximately 3,500 is considered a desirable size from the standpoint of training and administration; on this basis ten (10) Basic Training Centers are required each having a total capacity of 11,000.

d. Training Stations (See Exhibit B and Tab G)

(1) Technical Schools:

(a) In selecting stations for technical schools it was considered necessary, for purposes of expediency, to take full advantage of existing stations where partial permanent construction is available.

(b) It is believed that, as a result of the enormous industrial expansion in this country, there will be available after the war establishments which are more suitable for technical schools than existing Air Force stations; it is recommended that the following suggestions be considered as an alternate for long range planning:

1. That the Training Command acquire, after the war, one of the airplane assembly plants such as Douglas at Tulsa. This plant is air conditioned, eliminating worry about climatic conditions. The tremendous space would permit students to study and work on airplanes in every desired stage of breakdown. Railroad sidings and landing field facilities are excellent. About the only alterations needed would be barracks and slight enlargement of the existing cafeteria. At the present time there is no station in the TTC having sufficient hanger space to permit accomplishment of such an instructional program as this would permit.

2. Technical Schools should be located where the climate and surroundings are conducive to study, enabling the student to make the most mental effort.

(2) Basic Training Stations: (See Tab G)

(a) Establishment of ten Basic Training Stations provides for flexibility, convenience and economy in the program of selective service and apprentice training; in selecting the approximate location for basic training sites shown in this plan, the following factors were considered:

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(a) [illegible] Administrative and Technical Training [illegible] 3 January 1944

1. Accessibility to transportation facilities.

2. Diversity, near centers of population in order to conserve transportation.

3. Climatic and health conditions.

4. Proximity to ports of embarkation.

5. Location near cities to afford recreation and to maintain morale of troops as well as to take advantage of various facilities offered by metropolitan centers.

(b) Although utilization of existing government installations was considered, no attempt was made to necessarily locate basic training stations at present government installations but rather to give a general geographical location.

2. A recapitulation of Exhibits 1 and 2 concerning Administrative and [illegible] Training appears below:

[illegible]	Graduates per Year	Number Under Training allowing Attrition	Requires Housing Capacity Including Student Pool
Cartographic, Armament, Administrative, and Photographic Courses:			
Officers	1520	501	
Officer Candidates	577	702	
Enlisted	11740	4270	
Total	13837	5573	10463
Aerodromians, Radio, and Signal Courses:			
Officers	491	309	
Enlisted	10212	6992	
Total	10703	7321	13595

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Basic, Administrative and Technical Training — 31 January 1944

Station	Graduates per year	Number under Training allowing Attrition	Required Housing Capacity Including Student Pool
Aircraft Engineering and Specialists, Weather, Administrative Inspectors and Technical Inspectors Courses:			
Officers	763	565	
Enlisted	13251	6322	
Total	14014	6887	12928
Clerical and Airplane Mechanics Courses:			
Officers	-	-	
Enlisted	14662	8583	
Total	14662	8583	15729
Radar and Specialists Courses:			
Officers	274	135	
Enlisted	4920	2369	
Total	5194	3504	6461
Five Stations:			
Officers	3008	1610	
Officer Candidates	577	702	
Enlisted	54825	29556	
Total	58410	31368	59176

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

31 January 1944

AFTAF

EXHIBIT 1

CHART SHOWING SSN OR MOS OF PERSONNEL REQUIRING TRAINING IN SPECIAL SCHOOLS
NUMBER TO BE TRAINED ANNUALLY IN EACH COURSE
AND NUMBER UNDER TRAINING IN EACH COURSE AT ONE TIME

OFFICERS

Course	SSN or MOS	Course Length	Graduated Annually	Under Training at One Time Attrition Incl
Radar	0170	40 Wks	39	32
Radar, Air	0171	40 Wks	96	78
	7888			
Radar, Maintenance, Repair	0175	40 Wks	2	2
Communications	0200	36 Wks	311	226
Signal	0210	36 Wks	110	81
Radio	0500	36 Wks	30	22
	0501			
	0503			
	7864			
Radar Obs. Night Fighter	0520	8 Wks	44	8
Controller Fighter Interception	1014	8 Wks	93	15
Oxygen	1040	4 Wks	6	6
Adjutant or A.G.	2110	12 Wks	166	41
Photographic	7052	30 Wks	97	59
	7916			
	8500			
	8502			
	8503			
	8515			
	8530			
Aircraft Insp. Officer	4903	20 Wks	17	7
Finance Disbursing	6201	24 Wks	83	41
Budget & Fiscal	6302	24 Wks	12	6
Statistical Control	6402	12 Wks	120	29
Chemical	7300	24 Wks	70	34
	7314			

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Exhibit 1. (Officers Cont'd) 31 January 1944

Course	SSN Or MOS	Course Length	Gradutated Annually	Under Training at One Time Attrition Incl
Administrative Inspector	2121	16 Wks	22	8
Classification and Assign.	2210	12 Wks	11	10
Q. M. Supply	4419	12 Wks	51	12
Mess	4110	8 Wks	60	10
Ordnance and Munitions	4510	24 Wks	52	10
	4512			
	4532	24 Wks	171	83
	4801			
Armament Maintenance Repair	4807	36 Wks	10	8
Armament Chemical	4822	24 Wks	91	45
Aircraft Engineering	4823	38 Wks	51	39
Bombsight Maintenance	4825	30 Wks	3	3
Engineer Maintenance Repair	4880	30 Wks	30	18
Engineer Constr. Maint.	7010	30 Wks	63	38
	7110			
	7120			
Engineer Const. Maint.	7130			
Technical Inspector	7536	20 Wks	30	10
Aeronautical Engineer	7540	40 Wks	307	248
Flight Engineer	7777	20 Wks	314	127
Weather	8211	40 Wks	243	197
	8219			
Intelligence	9300	16 Wks	143	46
	9301			
	9302			
Camouflage	9511	8 Wks	9	2
Cryptanalytic	9601	8 Wks	51	9
	Total		3008	1610
OFFICER CANDIDATES				
Military Subjects	-	52 Wks	577	702
ENLISTED				
Airplane Mechanics V.H.	747	40 Wks	3321	2840
Airplane Electrical Spec.	685	18 Wks	1462	510

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Exhibit 1. (Enlisted Cont'd) 31 January 1944

Course	SSN Or MOS	Course Length	Graduated Annually	Under Training at One Time Attrition Incl
Airplane Hydraulic Spec.	528	16 Wks	124	43
Airplane Propeller Spec.	687	16 Wks	315	108
Airplane Power Plant Spec.	684	16 Wks	575	197
Airplane Instrument Spec.	686	14 Wks	639	191
Mechanic, Glider	559	20 Wks		
Parachute Rigger & Repairman	620	14 Wks	500	150
Airplane Machinist	114	26 Wks	435	242
Airplane, Welder	573	20 Wks	567	242
Airplane, Sheet Metal Worker	555	22 Wks	1638	770
Mechanic, Motor Transportation	014	12 Wks	3000	755
Weather Forecaster	787	40 Wks	90	77
Weather Equipment, Oper. & Mech.	239	12 Wks	156	40
Operator Radisonde	942	14 Wks	35	11
Airplane Armorer	911	24 Wks	1897	971
Airplane Armorer Gunner	612	24 Wks	192	98
Armorer ASWAAF	511	20 Wks	2480	1060
Power Turret G.S. Spec.	678	16 Wks	89	31
C.F.C. Gunner	580	20 Wks	529	226
C.F.C. Computer Spec.	960	20 Wks	557	238
B.S. M. Mechanic	683	24 Wks	206	106
Photo Lab. Technician	945	20 Wks	547	234
Cinematography	043	20 Wks	7	3
Camera Technician	941	20 Wks	104	44
Photography	004	20 Wks	31	13
Photographer	152	20 Wks	4	2
Photo Engraver	153	20 Wks	13	6
Flight Engineer	7777	20 Wks	506	216
Decontamination Eq. Op.	809	4 Wks	142	12
Toxic Gas Handler	786	4 Wks	216	18
Radar Mechanic I.F.F.	862	45 Wks	339	326
Radar Mechanic R.C.M.	852	59 Wks	104	131
Radar Mechanic Beacon	851	57 Wks	1	1
Radar Mechanic Bombardment	867	57 Wks	771	939
Radar Mech. Night Fighter	850	55 Wks	83	98
Radar Mech. Sea Search	854	55 Wks	7	8
Radar Mech. Troop Carrier	849	55 Wks	57	67
Radar Mech. Air Base Int. Equipment Desig. Set	954	55 Wks	310	364
Radar Mech. Air Base Search Eq. Desig. Set	955	55 Wks	159	185
Radar Mech. Reporting Equipment Desig. Set	953	55 Wks	46	54
Radar Operator, Chief Designated Set	774	10 Wks	183	39

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Exhibit 1. (Enlisted Cont'd) 31 January 1944

Course	SSN Or MOS	Course Length	Graduated Annually	Under Training at One Time Attrition Incl
Radar Operator Observer Sea Search	866	10Wks	5	5
Radar Operator Designated Set	514	10 Wks	2099	448
Radio Mechanic CNS	759	40 Wks	591	505
Radio Mechanic AACS	778	36 Wks	459	375
Radio Mechnaic AAF	754	30 Wks	565	362
Radio Repairman Inst. L. Eq.	933	36 Wks	6	6
Radio Repairman Air. Eq.	647	30 Wks	232	149
Radio Repairman Fixed Stat.	649	36 Wks	20	20
Radio Mechanic F.M. Equip.	648	36 Wks	380	290
Radio Mech. V.H.F. Equip.	951	36 Wks	89	68
Radio Operator AAF	755	36 Wks	1051	808
Radio Operator Mech.	756	36 Wks	1027	790
Radio Operator AACS	760	36 Wks	1375	1058
Radio Operator Fixed Stat.	777	36 Wks	34	26
Radio Oporator High Spoed	766	36 Wks	2243	1729
Radio Operator Low Spoed	776	30 Wks	860	549
Teletypo Mechanic	368	10 Wks	10	10
Control Tower Op.	552	10 Wks	509	107
Code Clerk	806	6 Wks	69	24
Communications Chief	542	6 Wks	105	14
Crypt. Code Compiler	807	6 Wks	427	55
Crypt. Technician	805	6 Wks	41	5
T & T Installer Repairman	097	20 Wks	280	120
T & T Lineman	238	20 Wks	759	324
T & T Power Telephone	166	20 Wks	24	24
Repeator Telephone	187	20 Wks	83	35
Teletype Mechanic	239	12 Wks	384	98
Wire Repairman VHF	950	20 Wks	91	39
Baker	017	12 Wks	46	12
Cook	060	12 Wks	3501	898
Meat Cutter	087	6 Wks	32	4
Clerical	405	20 Wks	9264	3963
Radio Repairman	174	30 Wks	165	113
Radar Repairman	775	55 Wks	99	119
Clerical	405	20 Wks	9264	3963
Airplane Mechanics	747	40 Wks	5398	4620
	Totals		54825	29556

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

IPWAF

EXHIBIT 2

CHART SHOWING NUMBER OF STATIONS AND SCHOOLS TO ACCOMPLISH NECESSARY TRAINING OF PERSONNEL

OFFICERS

Station	Courses	Number Training at one time Attrition Incl
Photographic, Armament, Administrative, and Cryptographic Schools to be at one Station	Photographic	59
	Financial Disbursing	41
	Budget & Fiscal	6
	Statistical Control	29
	Chemical	34
	Classification & Assignment	10
	Oxygen	6
	Adjutant & AG	41
	QM Supply	12
	Mess	10
	Ordnance & Maintenance	10
	Armament Maintenance	8
	Armament Chemical	45
	Bombsight Maintenance	3
	Flight Engineer	127
	Intelligence	46
	Cryptoanalytic	9
OFFICER CANDIDATES		
	Military Subjects	702
ENLISTED		
	Airplane Armorer	971

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Courses	Number Training at one time Attrition Incl
Airplane Armorer Gunner	98
Armorer ASWAAF	1060
Power Turret GS Spec.	31
C.F.C. Gunner	226
C.F.C. Computer, Spec.	238
B.S.M. Mechanic	106
Photo Lab. Technician	234
Cinematography	3
Camera Technician	44
Photography	13
Photographer	2
Photo Engraver	6
Flight Engineer	216
Decontaminator Eq. Op.	12
Toxic Gas Handler	18
Code Clerk	24
Communications Chief	14
Crypt. Code Compiler	55
Crypt. Technician	5
Bakers	12
Cooks	898
Meat Cutters	4
Total	5573

Communications, Radio, and Signal Schools to be at one Station

OFFICERS	
Communications	226
Signal	81
Radio	22
ENLISTED	
Army Airways Comm. System Mech.	375
Army Air Forces Radio Mech.	362
Radio Repairman Instrument Landing Equip.	6

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Courses	Number Training at one time Attrition Incl
Radio Repairmen Air Equipment	749
Radio Repairman Fixed Sta.	20
Radio Mechanic Frequency Modulated Eq.	290
Radio Mechanic Very High Frequency Eq.	68
Radio Operator AAF	808
Radio Operator Mechanic Air	790
Radio Operator AACS	1058
Radio Operator Fixed Station	26
Radio Operator High Speed	1729
Radio Operator Low Speed	542
T & T Installer, Repairman	120
T & T Lineman	324
T & T Power Telephone	24
T & T Repeaterman Telephone	35
Control Tower Operator	107
Wire Repairman Very High Frequency	39
Radio Repairman-Mechanic	113
Total	7520

Aircraft Engineering and Specialists, Weather, Administrative Inspectors and Technical Inspectors Schools to be at one Station

OFFICERS

Aircraft Inspection	7
Administrative Inspector	8
Aircraft Engineering	39
Engineer - Const. Maint.	93
Engineer - Maint. Repair	18
Technical Inspector	10
Aeronautical Engineer	243
Weather	797

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Exhibit 2.

31 January 1944

	ENLISTED Courses	Number Training at one time Attrition Incl
	Airplane & Engine Mech. V.H.	2840
	Airplane Electrical Spec.	510
	Airplane Hydraulic Spec.	43
	Airplane Propeller Spec.	108
	Airplane Power Plant Spec.	197
	Airplane Instrument Spec.	191
	Airplane Parachute Spec.	150
	Airplane Machinist Spec.	249
	Airplane Welder Spec.	242
	Airplane Sheet Metal Spec.	770
	Motor Trans. Mechanic	795
	Weather Forecastor	77
	Weather Equipment Operator-Mechanic	40
	Weather Radiosonde Operator	11
	Teletype Mechanic	108
	Total	6887
Clerical and Airplane Mechanics Schools at one Station		
	ENLISTED	
	Clerk-Typist	3963
	Airplane & Engine Mechanic, General	4620
	Total	8583
Radar and Specialists Schools at one Station		
	OFFICERS	
	Radar	32
	Radar Air	78

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Exhibit 2. (Officers Cont'd) 31 January 1944

Courses	Number Training at one time Attrition Incl
Radar Maint. & Repair	2
Radar Obs. Night Fighter	8
Controller, Fighter Int.	15
ENLISTED	
Radar Mechanic IFF	326
Radar Mechanic RCM	131
Radar Mechanic Beacon	1
Radar Mechanic Bombardment	939
Radar Mechanic Night Fighter	98
Radar Mechanic Sea Search	8
Radar Mechanic Troop Carrier	67
Radar Mechanic Air Base Int. Eq. Desig. Set	364
Radar Mechanic Air Base Search Eq. Desig. Set	185
Radar Mechanic Reporting Equip. Desig. Set	54
Radar Operator Chief, Designated Set	39
Radar Operator, Observer, Sea Search	5
Radar Operator, Designated Set	448
Radio Mechanic, Controlled Net Systems	505
Radar Mechanic, Gun Laying	83
Radar Mechanic, General Repairman	119
Total	3504
Five Station Total	31868

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S E C R E T

HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

31 January 1944

USAF

MEDICAL SERVICE

I. MEDICAL PERSONNEL

a. Requirements

(1) Training Command and Total Air Force

	Training Command # per 1000 Strength	Total	*Total Air Forces
Medical Officers	3	1016	4018
Dental Officers	1.5	508	1788
Med.Adm.Officers	1	338	1274
Aviation Physiologists	.075	25	76
Aviation Pshychologists	.075	25	76
Veterinary Officers	.2	68	305
Sanitary Officers	.1	34	202
Warrant Officers	.15	51	179
Nurses	4.	1454	4456
Dietitians	.2	68	256
Physiotherapy Aides	.15	51	229
Total		3638	12,859
Enlisted Men, WAC's or Civilians	40.	14,540	47,024
Total Medical Personnel		18,178	59,883

* Total of (1) above and (2) following

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(2) Other Air Forces

	In United States # per 1000 Strength	Total	Outside United States # per 1000 Strength	Total
Medical Officers	4	772	4.5	2230
Dental Officers	1.5	290	2.	990
Med.Adm.Officers	1	193	1.5	743
Aviation Physiologists	.075	14	.075	37
Aviation Psychologists	.075	14	.075	37
Veterinary Officers	.2	39	.4	198
Sanitary Officers	.1	19	.3	149
Warrant Officers	.15	29	.2	99
Nurses	4.	772	4.5	2230
Dietitians	.2	39	.3	149
Physiotherapy Aides	.15	29	.3	149
Total		2210		7011
Enlisted Men, WAC's or Civilians	40.	7722	50.	24,762
Total Medical Personnel		9932		31,773

b. Replacements (annually)

(1) Officers

	Training Command	Other AAF in U. S.	AAF Outside U.S.	Total
Reserves for 3 yrs.Active Duty	606	366	1168	2140
Regulars 17 yrs. Serv.	53	32	103	188
Regulars 34 yrs. Serv.	27	16	52	95
Total	686	414	1323	2423

(2) Enlisted

12 Years duty	606	322	1032	1960
2 Years duty	0	0	6191	6191
1 Years duty	7270	3861	0	11,131
Total	7876	4183	7223	19,282

II. SOURCE OF PERSONNEL

a. Medical Officers - Graduates of Class "A" medical schools with degree of Doctor of Medicine and one years' completed internship at an approved hospital.

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b. Dental Officers - Graduates of Class "A" dental school.

c. Medical Administrative Officers

(1) Specialists

(a) Pharmacists - Graduates of accredited school of pharmacology

(b) Graduates of accredited business administration school, with major in hospital administration.

(2) From Officers' Candidate School

d. Aviation physiologists - Graduates from accredited schools, with a Doctors degree in physiology.

e. Aviation Psychologists - Graduates from accredited schools with Doctors degree in psychology.

f. Veterinary Officers - Graduates from Class "A" veterinary schools, with Degree of Doctor of Veterinary Medicine.

g. Sanitary Officers - Graduates of an accredited school with Degree in Sanitary Engineering.

h. Warrant Officers - All Regular Air Force are to be procured by promotion of enlisted personnel having completed one or more three-year enlistments.

i. Nurses - From recognized schools of nursing.

j. Dietitians - Graduates from accredited course in dietetics, with a degree in nutrition or equivalent thereof.

k. Physiotherapy Aides - Graduates of accredited course in physiotherapy, with degree in physical education and physiotherapy.

l. Enlisted Men or WACS - This personnel should be selected, dependent upon basis MOS numbers and assigned according to ability.

III. PROMOTION AND ASSIGNMENT

It is proposed that the officers of the Medical Service, when called to active duty, be given credit for promotion and retirement for each year spent at accredited school in formal education after their college degree and prior to their entry into active service; that they be

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placed on the promotion list, either with a running mate or a half number; that their selection for appointment in the Regular Air Force, promotion and retirement, be subject to board procedure, taking cognizance of efficiency ratings, practical and written examinations in their own particular professional branch and on military subjects; that all officers be required to serve for a period of three years on an active duty reserve status before being commissioned in the Regular Air Force.

IV. TRAINING

a. It is proposed that all medical, dental, veterinary and medical administrative corps officers be sent direct from civil life to the Squadron Officers Course for four months' indoctrination and from there to the general service; that upon completion of three years' service, they be eligible for the Regular Air Force and that specially selected medical officers who have shown outstanding ability and appropriate personality be sent to the Aviation Medical Center for specialized training; that a part of the course at the Aviation Medical Center by flying training, sufficient to qualify all individuals who may be graduated as liaison pilots or equivalent; that all Aviation Physiologists and Psychologists, upon entry into the Service, be sent for a special course at the Air Forces research Laboratories; that the Aviation Medical Center and Air Forces Research Laboratories be staffed by personnel suitable to carry on both teaching and research functions; that nurses, dietitians and physiotherapy aides be brought into the service at the various basic training centers within the United States, and be given approximately four months basic training prior to being made available for distribution; that all enlisted personnel (enlisted men and/or WACS) be given on the job training; that for special positions, any who show outstanding ability in the particular specialities be sent to civilian institutions for specialized training.

b. The population of the Aviation Medical Center and Research Laboratories, including students, will be approximately 120 officers and 500 enlisted men. It is proposed that the course of instruction will be so arranged that the last ten weeks of each course for flight surgeons, aviation physiologists and psychologists will be spent at the primary flying schools where they will receive instruction in flying as indicated in paragraph a above.

V. HOSPITALIZATION

That the hospitalization system of the continental United States for the Air Forces be laid out in such manner that the ten basic training centers (installations similar to those now in use at the basic training centers) have sufficient hospitalization to furnish beds for approximately

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4% of the expected command and be staffed with outstanding teaching personnel; that the dental clinics at these installations be large enough and have a staff sufficient to place all personnel entering the Air Forces in Class IV prior to their leaving the basic training center; that at or near Ports of Debarkation, there be sufficient hospitalization available to care for all personnel returning from foreign service (estimate about 1%); that at the other installations within the continental United States, a system of regional hospitalization be set up in such manner that geographic distribution of highly specialized staffs in the larger station hospitals will be possible.

COMMENT:

1. Any overload, such as foreign nationals and/or personnel destined for the Navy, would require proportunate increase in the personnel requirement.

2. Reserve training stations are assumed to be covered by reserve officers of the Medical Service who have previously completed their active service and are in the five year reserve period referred to in Tab "P".

/s/ Charles R. Glenn
CHARLES P. GLENN
Brig. General, USA
Surgeon

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

31 January 1944

AFTAF

Air Force Tactical Center

1. Continuity training of all officers has been planned to prepare an officer for the next higher echelon of command or staff duty.

a. Initiation of this training is made subsequent to three years of commissioned service and continues at periodic intervals to coincide with time in grade and the selection to next higher grade.

b. Proficiency at these various schools will be considered in the selective promotion system recommended.

c. Provision for the preparation, supervision, production, and distribution of suitable extension courses for squadron officer duties and for all administrative and technical specialties is recommended.

(1) It is not recommended that extension courses cover tactical subjects.

(2) The use of extension courses is not considered practicable for use in training inactive reserves.

d. Training of officers of Air Forces supporting units, engineer, anti-aircraft, ordnance, etc., in officers squadron schools is required but is not covered in this plan. Further training of these officers would be accomplished in the officers tactical school and advanced school described below.

e. Post graduate courses at colleges and universities in both administrative and technical specialties should be available to officers.

2. It is recommended that an Air Force Tactical Center be established with Headquarters at Maxwell Field, Montgomery, Alabama, to include the following stations:

Maxwell Field	Gunter Field
Craig Field	Eglin Field Satellites

Note: These facilities are both suitable and desired for flying training activities. In the event that a Tactical Center is not located at Maxwell Field, these facilities should be made available to the Training Command.

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3. The Tactical Center will be composed of the following:

a. Headquarters Air Force Tactical Center.

b. Officers Squdron School.

(1) This school will have a student population of approximately 2500, composed of 3 classes per year of 830 each.

(2) Period of training 3 months.

(3) Students to be selected from officers on duty with troops in the grade of 1st Lt. The ratio of rated to non-rated officers to be maintained at approximately 7 to 3.

(4) Officers specializing in highly technical and professional branches not involving duty with troops would not be selected.

(5) Training will consist of tactics and technique required for the duty of Squadron Commander and Group Staff Officers.

c. Officers Tactical School.

(1) This school will have a student population of approximately 1100, four classes of 275 entering each 3 months.

(2) Period of training will be 10 months.

(3) Students to be selected in the grade of Captain or Major. The ratio of rated to non-rated officers would be maintained at approximately 9 to 1.

(4) This provision for non-rated officers will include officers of other services.

(5) Training will consist of logistics, tactics, and technique required for the duty of Group Commander and higher Air Staff officers.

d. Officers Advanced School.

(1) This school will have a student population of approximately 300, 3 classes of 100 each.

(2) Period of training will be 3 months.

(3) Students to be selected from officers in the grade of Major or above.

(4) Training will consist of such refresher training required to prepare students for entrance into a combined Services War College which is expected to be under the jurisdiction of the War Department.

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

31 January 1944

INITIAL POST WAR AIR FORCE

Continuation Training for Inactive Reserve

1. There will be approximately 14,000 officers reverted to an inactive reserve status each year of which some 6,000 will be rated. These rated officers must be provided with facilities to maintain their proficiency for 5 years following their being placed on an inactive status. At the end of 5 years, approximately 30,000 officers in this category will be under inactive reserve training. This training, however, should be stabilized by that time at that figure.

2. The prime interest of these individuals is to earn a living. Their opportunities for military training insofar as time is concerned will be in the evening or on weekends and during their normal annual two-week vacation period.

3. With airplanes and facilities located within a convenient distance (say 25 miles) and an incentive to fly, it can be expected that each of these officers will fly up to 150 hours per year. This time plus that obtained during their annual two weeks of active duty training should serve to maintain to an adequate degree flying proficiency in the type of airplane provided.

4. It must be assumed that reserve officers returned to inactive status after their three year tour of active duty will establish themselves in communities in which they are most likely to find employment commensurate with their earning rate during their duty tour. These communities will be most likely those whose population exceeds 20,000 except where smaller communities are contiguous to large cities. On this basis it must also be assumed that the distribution of such reserve officers will be approximately in proportion to the population of such cities. Estimating one rated reserve officer to each 2,000 total population, there will be about 27,200 such officers residing in cities of 20,000 population or more.

5. There are about 516 such cities at which it is proposed to establish 601 Reserve Flying Training Detachments. At each detachment there would be maintained a minimum of two and a maximum of 35 suitable airplanes. Normal ratio of reserve officers to airplanes should be 6 to 1. The detachments should consist of at least one regular officer of the grade of captain or major, four enlisted men and one civilian employee, considering the minimum sized detachment. Larger detachments to be increased by 1 enlisted man per airplane.

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6. Additional personnel for the maintenance of the airplanes would be obtained from enlisted reservists who will be returned to civil life in annual ratio of 50 to each pilot returned. The companionship and opportunity to continue their interest in aviation plus an occasional ride should easily surply the requirements to all detachments.

7. All possible synthetic training devices (link and Bomb) should be provided. Training films in conjunction with bi-monthly lectures, to be attended by all reserve personnel, should be scheduled.

8. To provide an incentive for maintenance of training, all reserve officers during their five year inactive period should receive a token payment for attendance at scheduled Training Courses. In addition, rated officers should receive a token payment for an annual minimum number of flying hours accomplished, say 50 hours, 25 hours to be accomplished in each semi-annual period.

9. Officers in the reserve may be promoted as high as the rank of captain upon completion of the minimum years of service established for similar grades in the regular Air Force if military proficiency is maintained and the officer is considered qualified for promotion based upon the requirements for similar grades in the regular Air Force.

10. It is not recommended that these reserve officers be organized into reserve units, but that they maintain their proficiency insofar as possible as individuals.

11. It is recommended that National Guard Organizations not be considered in this Reserve Training Program.

12. Attached is a tabulation of the probable distribution of reserve pilots on a population basis by cities and states with recommendation as to number of Reserve Flying Detachments to be established.

13. On the basis of assignment of one airplane for each six pilot reserve officers, 5,500 to 6,000 airplanes will be required.

14. The maintenance of training or proficiency of those reserve officers who will live in the smaller communities which are beyond an economical commuting distance of a city in which a Reserve Detachment is located is not feasible except for that training he will receive during his annual two weeks active duty tour.

15. It is recommended that the two weeks annual active duty of all reserve officers be spread throughout the 12 months so that there will be a regular flow of reserve officers into and out of all permanent Air Force posts in the Continental limits each week. On this basis a permanent organization and facilities can be provided to carry this continuous load without disruption of normal station or organization functions.

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16. Of the total of 70,000 reserve officers, approximately 3,000 will be simultaneously on active duty. This will mean that provisions must be made for 75 reserve officers continuously in training at each of 40 permanent Air Force stations within the Continental limits.

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

31 January 1944

INITIAL POST WAR AIR FORCE

Alternate Plan - Inactive Reserve Training

1. It is obvious that the cost of maintaining the 600 Reserve Flying Detachments and 5,500 to 6,000 airplanes operating 200 to 250 hours per year would reach enormous figures when evaluated against the apparent benefit only, of partially maintaining the flying proficiency of rated reserve officers, probably sufficient in numbers to increase the Tactical Air Forces to 250 percent of their M day strength.

2. On the assumption that it is desired that only a sufficient number of rated reserve officers be continuously available to increase the Tactical Air Force to 200 percent of its M day strength, the following alternate plan is proposed.

a. Provide Reserve Flying Detachments, only ator in the vicinity of cities with populations of more than 100,000. There are 91 such cities at which about 100 detachments would be established and maintained. On the basis of the distribution of rated reserve officers which has been assumed, about 18,500 of these would have equipment and facilities with which to maintain their flying proficiency. At a ratio of 1 airplane for 6 rated pilot reserve officers, about 2,400 to 2,500 airplanes would be required.

b. (1) Establish three categories of rated reserve personnel in the group serving their first five year period of inactive service. Group A would be all rated reserve officers in their first and second year (inactive). This A group having just recently returned from their three year tour of active duty would be assumed to be immediately available in a National Emergency, for shipment to Tactical Units for immediate duty, or to Operational Training Units. The one year men to be sent to the Tactical Forces if needed and the two year men to the OTU's. Group A pilots would be called to active duty, irrespective of whether or not they had been able to do any inactive duty flying other than the mandatory two weeks annual active duty training.

(2) Group B pilots would be those third, fourth and fifth year reserve officers who had been able to maintain their

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flying proficiency through accomplishing at least 50 hours per year of inactive duty flying at Air Force stations or at Reserve Detachments. Group B officers would be called to active duty in an emergency after the Group A officers and would be absorbed into OTU's.

(3) All other rated reserve officers in their third, fourth and fifth year of inactive duty would be placed in Group C. These officers, due to location or lack of available time would have been unable to accomplish the required 50 hours of inactive duty flying each year. In event of a national emergency and on being called to active duty, it would be necessary that they be given a refresher course of about one month at one of the Training Commands Transition Schools before proceeding to an RTU.

c. It is estimated that rated reserve officers in their first five year inactive service would fall into these categories as follows:

	Group A	Group B	Group C
First Year	6000	-	-
Second Year	6000	-	-
Third Year	-	4700	1300
Fourth Year	-	2800	3200
Fifth Year	-	2500	3500
Total	12000	10000	8000

3. As a further means of economy without too great a loss of efficiency, it is suggested that the two weeks active duty training period be required only in the second, fourth and fifth year of the first five years of inactive reserve service. The extension of the fourth and fifth year period from two weeks to one month to be required only in the fourth year would offer advantages of decreased cost and more effective refresher training. The 14 or 28 day active duty period under either plan selected would be mandatory. It should be a prerequisite for authority for the officer to draw the annual token payment for duty performed. An officer failing to attend, without a valid and acceptable excuse, would be reclassified to a dormant list of reserve officers who would not be eligible for promotion within the reserve corps.

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GEOGRAPHIC DISTRIBUTION OF RESERVE PILOTS

Number of Cities by Population Groups

Figures in parenthesis indicate probable number of Reserve Pilots at Ratio of 1 to 2000 Population

	100 M and Over	25 to 100 M	20 to 25 M	5 to 20 M	Suggested No. of Reserve Flying Detach.
Ala.	1 (102)	5 (100)	1 (12)	26 (108)	7
Ariz.	-	2 (50)	-	12 (32)	2
Ark.	-	2 (62)	2 (24)	21 (22)	4
Calif.	6 (1458)	20 (456)	3 (36)	100 (458)	29
Col.	1 (162)	2 (44)	-	18 (74)	3
Conn.	3 (236)	11 (228)	4 (48)	23 (92)	18
R.I.	1 (126)	7 (144)	-	12 (56)	8
Fla.	3 (228)	5 (98)	2 (24)	28 (120)	10
Ga.	1 (150)	5 (150)	2 (24)	35 (158)	8
Idaho	-	1 (4)	-	9 (48)	1
Ill.	2 (1750)	21 (502)	6 (72)	102 (452)	40
Ind.	4 (360)	14 (306)	2 (24)	54 (214)	20
Iowa.	1 (80)	10 (228)	1 (12)	37 (152)	12
Kansas	2 (118)	2 (50)	1 (12)	31 (156)	5
Ky.	1 (160)	6 (118)	-	29 (118)	7
La.	1 (248)	4 (94)	1 (12)	26 (102)	6
Maine	-	3 (70)	2 (24)	22 (52)	5
Del.	1 (56)	-	-	5 (10)	1
Md.	1 (430)	4 (64)	-	14 (68)	5
Mass.	8 (826)	25 (608)	10 (120)	78 (208)	45
Mich.	3 (970)	15 (378)	1 (12)	66 (300)	20
Minn.	3 (440)	1 (12)	2 (22)	42 (176)	6
Miss.	-	2 (48)	4 (48)	19 (82)	6
Mo.	2 (608)	4 (104)	3 (36)	41 (174)	10
Mont.	-	2 (34)	1 (12)	10 (46)	3
Neb.	1 (112)	1 (40)	-	16 (74)	2
Nev.	-	-	1 (10)	2 (6)	1
New Hamp.	-	3 (68)	-	14 (70)	3
New Jersey	6 (612)	24 (488)	3 (36)	103 (498)	33
New Mex.	-	1 (18)	1 (12)	13 (46)	2
New York	7 (4468)	16 (402)	13 (156)	110 (686)	60
N.C.	1 (50)	8 (196)	1 (12)	40 (216)	10
N.D.	-	1 (16)	1 (12)	8 (34)	2
Ohio	8 (1326)	19 (388)	9 (108)	91 (390)	26
Okla.	2 (174)	2 (30)	1 (12)	39 (176)	5
Oregon	1 (152)	1 (16)	1 (12)	15 (58)	3
Pa.	5 (1484)	24 (596)	13 (156)	204 (884)	44
S.C.	-	4 (100)	-	22 (94)	4
S.D.	-	1 (20)	-	9 (58)	1
Tenn.	4 (350)	-	2 (24)	26 (100)	6
Texas	4 (550)	14 (356)	1 (12)	99 (408)	19

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	100 M and Over	25 to 100 M	20 to 25 M	5 to 20 M	Suggested No. of Reserve Flying Detach.
Utah	1 (74)	1 (22)	-	9 (34)	2
Ver.	-	1 (14)	-	10 (82)	1
Va.	2 (168)	8 (176)	-	20 (86)	10
Wash.	3 (300)	3 (42)	-	16 (86)	6
W. Va.	-	5 (134)	2 (24)	21 (84)	7
Wis.	1 (294)	15 (294)	2 (24)	40 (168)	18
Wyom.	-	-	1 (12)	5 (26)	1
TOTALS	91 (18622)	325 (7378)	100 (1196)	1792 (7720)	601

Recapitulation

Population	No. Cities	Cumulative Total	Est. No. of Res. Off. at 1 per 2000 Pop.	Cumulative total	Av. No. Off. Per City	Range in No. of Off. Per City
Over 100,000	91		18622		204	(50 to 3750)
25,000 to 100,000	325	416	7378	26000	22.6	(12 to 50)
20,000 to 25,000	100	516	1196	27196	11.8	(10 to 12)
5,000 to 20,000	1792	2308	7720	34916	4.2	(2 to 10)
	2308		34916			

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

31 January 1944

AFTAF

Proposed Training Command Installations

1. Headquarters, Army Air Forces Training Command.

It is recommended that the Training Command retain headquarters as presently located in the Texas & Pacific Building, Fort Worth, Texas. The present headquarters is centrally located and provides for the maximum efficiency of operation with a minimum overhead. The annual rental, it is believed, will be considerably less than maintenance funds required for the operation of a military station provided for this purpose. This also avoids the undesirable feature of superimposing a major headquarters on another military activity which for greatest efficiency should retain full facilities in command of the station concerned.

2. Subordinate Commands.

It is proposed to organize the Training Command into three (3) subordinate commands with headquarters located at Atlanta, Georgia, San Antonio, Texas, and St. Louis, Missouri. Although headquarters, Central Flying Training Command is presently located at Randolph Field, Texas, and may continue thereat as headquarters, Western Flying Training Command, better results may be obtained by the rental of adequate office space in the city of San Antonio, Texas. Similarly, it is recommended that suitable office space be procured in the city of Atlanta, Georgia, for the housing of the headquarters, Eastern Flying Training Command, and in St. Louis, Missouri, for the Technical Training Command.

3. Wing Commands.

For proper supervision of training activities, technical and flying training Wings will be required. The number and location of these Wings have not yet been determined but will be submitted at a later date as a supplement to this study. It is proposed, however, that a Wing headquarters will consist of not to exceed five (5) officers and that Wing headquarters will be located on existing stations.

4. Basic Training Centers.

A minimum of ten (10) Basic Training Centers must be provided, each with a capacity to accommodate approximately 7,500 trainees and 4,000 permanent party personnel. It is recommended that the locations be dis-

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tributed proportionately with the population of the country. No specific sites are recommended since there does not exist in the Command a suitable number of Basic Training Centers so geographically located as to best serve the interest of the government from the point of view of economy of travel. Divided into population areas, however, suitable installations should be found in the following areas:

a. Puget Sound Area
b. Los Angeles Area (Santa Ana, Calif.)
c. Salt Lake City area
d. Denver, Colorado Area (Buckley Field)
e. Dallas, Texas, Area
f. Des Moines, Iowa Area
g. Indianapolis, Indiana Area
h. Nashville, Tennessee Area
i. Richmond, Virginia Area
j. Harrisburg, Pennsylvania Area.

5. Technical Schools.

Five (5) technical schools are required to meet the training demand. It is recommended that Chanute Field, Illinois, Scott Field, Illinois, Lowry Field, Colorado, and Boca Raton, Florida, be retained for this purpose as permanent facilities are available at the first three (3) mentioned stations and Boca Raton, Florida, provides necessary facilities and requirements for radar training. One (1) additional airplane mechanic school will be required for which purpose Keesler Field, Mississippi, might be used. It is urgently recommended, however, that one of the major airplane factories such as Consolidated at Fort Worth, Texas, or Douglas at Tulsa, Oklahoma, if not required for commercial use, be procured as a technical training station. The facilities thus provided would be ideal for any type of air mechanic training.

6. Air Academy.

Assuming that students entering the Air Academy will be obtained from graduates of the combined Arms academy, one (1) Air Academy will be required. Pending the provision of an adequate Air Academy, it is recommended that this Academy be located at Randolph Field, Texas. As a permanent location, it is believed that a suitable site would be Colorado Springs, Colorado, where climatic and other conditions are conducive to efficient training. Adequate airport facilities already exist in that location and it is unnecessary that the Academy be located immediately adjacent to an airport although some flying training will be included in the curricular.

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7. Pre-Flight School.

One (1) Pre-Flight school will be required which it is proposed to locate at the San Antonio Aviation Cadet Center, San Antonio, Texas.

8. Flight Surgeon's School.

The school of Aviation Medicine will remain at Randolph Field, San Antonio, Texas, as presently located.

9. Primary Basic.

Six (6) stations are required for the primary basic phase of training. The stations recommended for retentionfor this purpose are as follows:

Luke Field, Arizona
Goodfellow Field, San Angelo, Texas
Waco, Texas
Greenville, Mississippi
Moultrie, Georgia
Shaw Field, Sumter, South Carolina

As an alternate for Shaw Field, Sumter, South Carolina, in the event this station is required for other purposes, Cochran Field, Macon, Georgia, is acceptable.

10. Single-Engine Advanced.

Two (2) single-engine advanced are required which it is proposed to locate at Napier Field, Dothan, Alabama, and Perrin Field, Sherman, Texas.

11. Fighter Operational Training School.

One (1) Fighter OTS is required which it is proposed to locate at Foster Field, Texas. This unit will require also the operational use of the airdrome of Aloe Field, the present auxiliary fields of both stations, and the gunnery ranges at Matagorda Island and Matagorda Peninsula.

12. Twin-Engine Advanced.

Four (4) twin-engine advanced schools are required for this program. For this purpose, Turner Field, Albany, Georgia, Barksdale Field, Louisiana, Lubbock, Texas, with the field facilities at South Plains as auxiliary, and Davis-Monthan, Tucson, Arizona. Each of these stations has the proper type of construction and runways for this purpose.

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13. Medium Bombardment Operational Training Schools.

Two (2) of this type school are required which it is proposed will be located at Albuquerque, New Mexico, and Smyrna, Tennessee.

14. Heavy Bomber Operational Training Schools.

Two (2) heavy bomber operational training schools are required which it is proposed to locate at Hendricks Field, Sebring, Florida, and Ellington Field, Houston, Texas.

15. Negro Pilot Training.

In the event the Post War training requirement continues to exist for Negro training, Tuskegee, Alabama, is recommended for retention.

16. Non-pilot Specialized.

It is considered desirable to accomplish combined navigation, bombardier, radar and flexible gunnery training for commissioned officers at one installation. This, however, will require a large station with excellent facilities and for this purpose it is recommended that the Navy installation at Corpus Christi, Texas, be secured. One (1) flexible gunnery school for enlisted men is required which it is proposed be located at Tyndall Field, Panama City, Florida. In the event it is impossible to secure Corpus Christi, Harlingen, Texas, will be retained for flexible gunnery training for enlisted men. Tyndall Field will be used for navigation, radar and flexible gunnery training for officers. An additional station will be required for bombardier training for which purpose Roswell, New Mexico is proposed.

17. Tactical Center.

The recommended plan proposes an Air Force Tactical Center which will include squadron officers school, tactical school and an advanced refresher course for officers to attend the combined services war college. To accommodate the tactical center, a minimum of three (3) stations will be required. Maxwell Field, Alabama, Craig Field, Selma, Alabama, and Gunter Field, Alabama, are recommended for this purpose. A pilot and instrument central instructors school will also be located at Maxwell Field.

18. In selecting the above recommended stations, due consideration has been given to educational, recreational, and housing facilities in adjacent towns, the permanency of construction of both the buildings and facilities, and the suitability of the weather for the purpose intended. An effort was made also to geographically consolidate the Command as far as practicable for efficiency of supervision and to avoid for pilot training

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the location of stations in critical zones or above the zero temperature line. It is desired to emphasize, however, that the selection of the stations, in general, was of necessity confined to those presently assigned to the Training Command and it is entirely possible that facilities more suitable for certain purposes may be available. It is, therefore, urged that the selection of stations as indicated in the above and on the attached maps be considered only as a solution. The number and type of installations indicated are essential for the required training but the final selection of stations assigned to the Training Command should be accomplished by a board of officers specifically designated for this purpose. See attached maps.

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EXH

ARMY AIR FORCES TRAINING COMMAND
FLYING TRAINING STATIONS

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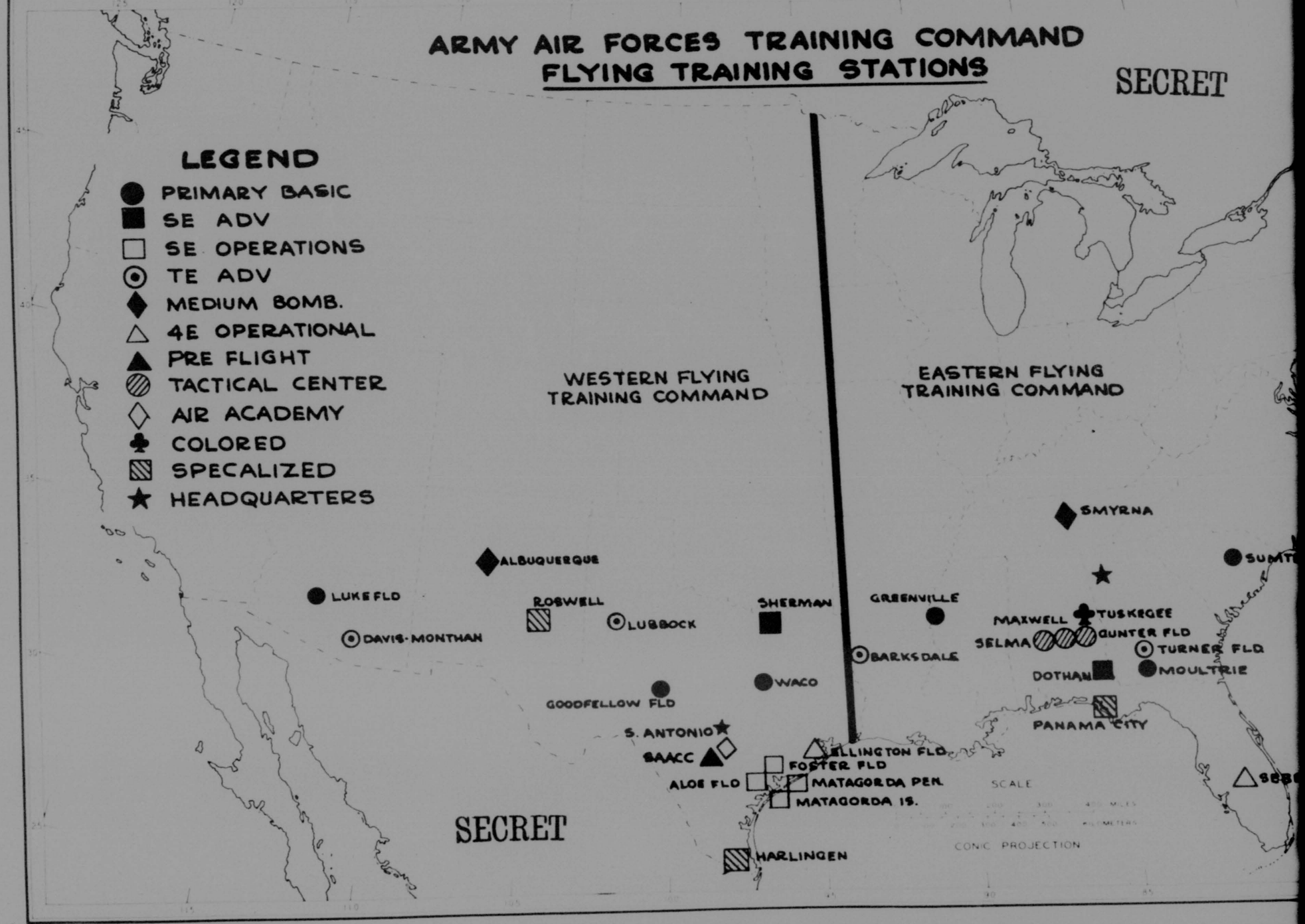

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HENRY M. LEPPARD, EDITOR

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UNITED STATES

EXHIBIT 1 No. 110

ARMY AIR FORCES TRAINING COMMAND
FLYING TRAINING STATIONS

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PRIMARY BASIC
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MEDIUM BOMB.
4E OPERATIONAL
PRE FLIGHT
TACTICAL CENTER
AIR ACADEMY
COLORED
SPECALIZED
HEADQUARTERS

WESTERN FLYING TRAINING COMMAND

EASTERN FLYING TRAINING COMMAND

ALBUQUERQUE
LUKE FLD
ROSWELL
LUBBOCK
SHERMAN
DAVIS-MONTHAN
GREENVILLE
MAXWELL
TUSKEGEE
GUNTER FLD
SELMA
BARKSDALE
TURNER FLD
MOULTRIE
DOTHAN
WACO
GOODFELLOW FLD
PANAMA CITY
S. ANTONIO
SAACC
ELLINGTON FLD
FOSTER FLD
ALOE FLD
MATAGORDA PEN.
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SCALE

CONIC PROJECTION

WEST LONGITUDE

BASE MAPS

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UNITED STATES

EX

ARMY AIR FORCES TRAINING COMMAND
· TECHNICAL TRAINING STATIONS ·

SECRET

1 SEATTLE

2

3 KEARNS

4 DENVER ▲ LOWRY FLD.

5 DALLAS

6

▲ CHANUTE FLD.

7 INDIANAPOLIS

■ ST. LOUIS ▲ SCOTT FLD

8 NASHVILLE

9

▲ KESSLER FLD

LEGEND

■ HEADQUARTERS
▲ TECHNICAL SCHOOLS
● BASIC TRAINING CENTERS

SCALE

CONIC PROJECTION

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UNITED STATES

EXHIBIT 2

No. 110

ARMY AIR FORCES TRAINING COMMAND
· TECHNICAL TRAINING STATIONS ·

SECRET

1 SEATTLE

3 KEARNS

4 DENVER

LOWRY FLD

6

CHANUTE FLD.

7 INDIANAPOLIS

SCOTT FLD

ST LOUIS

10

9

8 NASHVILLE

5 DALLAS

KESSLER FLD

BOCA RATON

LEGEND

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ASE MAPS

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31 January 1944

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Basic Information and Assumptions

The ground rules used in the preparation of this plan either as given by Headquarters Army Air Forces or revised or assumed by the Training Command are as follows:

a. The Post War Air Force will be activated at complete strength six months after the cessation of hostilities in such a manner that the training program will start to function immediately and the production of the training program will replace personnel lost to the Air Forces at the anticipated stabilized turnover rate.

b. A peacetime universal service law will be passed requiring all physically qualified males to serve a minimum of one year in enlisted status or 3 years as an officer in one of the military forces.

c. Inductees under the universal service law will be given foreign service only upon volunteering to serve for 2 years instead of one.

d. Qualified personnel will be permitted to enlist before being called for induction under the universal service law but the initial enlistment will be for one year for domestic service and 2 years for foreign service. All inductees and first term enlistees will be in the active enlisted reserve which will comprise 50 percent of the enlisted strength of the Air Forces. The active enlisted reserve will be comprised of 40 percent serving one year and 60 percent serving 2 years.

e. The enlisted strength of the regular Army will be made up of personnel volunteering for 3 year enlistment after satisfactory completion of a term of service. All warrant officers will be procured from regular Army enlisted personnel having completed one or more three year enlistments. It is assumed that 25 percent of regular Army enlisted men will reenlist upon expiration of their tour of duty. Only regular Army enlisted men will be given technical training.

f. The officer strength will be composed of 50 percent regular Army and 50 percent reserve serving for 3 years.

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g. The distribution of officer grades, the minimum time required in each grade and the maximum years of service allowed before promotion to eachgrade or forced separation from the active service will be such as to insure the selection and early promotion of the most competent officers and prevent stagnation.

h. The universal service law will provide deferment to students of accredited colleges who have volunteered for duty with the military forces after completion of college and the accompanying ROTC courses. This duty would involve one year in enlisted status or 3 years as an officer.

i. Flight officers may be substituted for rated second lieutenants.

j. Only rated personnel will be eligible for command of Flying Organizations. A survey of the chart showing the Military Occupational Specialties prepared by Headquarters Army Air Forces indicates that a ratio of rated to non-rated personnel of approximately 1 to 1, exclusive of the Anti Aircraft Command, is desirable instead of 1 to 2 as indicated in the chart. This training plan is, therefore, based upon 50 percent of the replacements being trained as rated officers exclusive of those trained for the Anti Aircraft Command.

k. The study of the chart showing Military Occupational Specialties also indicates that Approximately 20 percent of the officer personnel should receive technical specialty training.

l. The training plan is based upon furnishing replacements for the following Air Force:

	Off. & Flight Off.		W/O	E/M	
	Regular	Reserve	Regular	Regular	Reserve
Tactical Air Forces	31,500	31,500	1,900	230,000	230,000
Anti Aircraft Command	5,000	5,000	300	65,000	65,000
Air Transport Command	1,500	1,500	100	10,000	10,000
Training Command	9,000	9,000	500	70,000	70,000
	47,000	47,000	2,800	375,000	375,000

m. The training for the Navy and Army will be considered as an overload on the training for the Air Forces equal to 20 percent of the training of all rated personnel and 20 percent of the enlisted personnel being trained in technical subjects relating directly to the maintenance and operation of aircraft.

n. The Air Forces will be required to accomplish all training of its own personnel, including Arms and Services. A school of aviation medicine and an Air Force Nurse Corps School will be required.

o. A program for the continued training of regular Army officers is required.

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p. All personnel honorably discharged from the active service will be placed in an inactive reserve and required to maintain their proficiency for a period of 5 years. A program will be prepared for the continued training of this personnel on inactive reserve status. (note. Plan will provide an alternate to maintain proficiency 3 years)

q. Central Instructors Schools should be maintained by the Training Command to insure uniform instruction and develop methods of teaching in the various types of training specialties. These schools may be separate institutions or operate in conjunction with schools teaching allied subjects.

r. The location of stations tentatively selected to accomplish the complete program of the Training Command will be determined by the following:

(1) A relatively compact training establishment is considered desirable.

(2) If possible stations should be selected outside the Eastern and Western Defense Zones.

(3) Permanent stations or stations with facilities requiring the smallest amount of upkeep should be given first consideration.

(4) Training establishments should be of a size to operate at maximum efficiency.

s. Facilities will be provided for basic training and technical training and one flight school for negroes.

t. All stations will be designed for a student population to operate at a maximum efficiency, but a 10 percent overload can be added if necessary for the training of foreign nationals.

u. Facilities will be provided for the training of Womens Air Corps personnel.

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Enclosure "D"
Antiaircraft Artillery

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Encl D

SECRET

4 February 1944

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS:
(Attention: Post War Division)

Subject: AAA Post War Establishment.

1. Attached is the preliminary estimate of the Antiaircraft Artillery establishment to be included in the post war plans for the Army Air Forces.

H. R. OLDFIELD
Major General, U. S. Army
Special Asst for Antiaircraft

1 Incl.
as above

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POST WAR AIR FORCE

ANTIAIRCRAFT ARTILLERY

I. ASSUMPTIONS.

1. The assumption, implicit in the preliminary plan for a Post War Air Force (secret letter this Headquarters, 11 Dec 1943, subject: Post War Air Force), that antiaircraft artillery functions as an administative service only for the local defense of air fields is incorrect and can not be accepted as a basis for planning. Integration of the antiaircraft artillery with the Air Forces is a declared policy of this Headquarters. Antiaircraft artillery, thus integrated with the Air Forces, must function as an active, combat element in unified air defense with fighter aviation to protect all vital military and political objectives and must in addition be capable of operating with the Ground Forces. The basic assumption must, therefore, be introduced that antiaircraft artillery as an organic part of the Air Forces must be so integrated into the organization as to perform the functions indicated.

2. The assumptions on which this plan is bases, with the above exception, are as outlined in subject letter with the following additions:

a. That the general deployment of the 105 air force groups will conform to JCS 570 series.

b. That all antiaircraft artillery will be an integral part of the air force but that there will exist a ground force antiaircraft artillery arm consisting of air force trained personnel attached to the ground forces for combined training and operation with mobile ground forces.

c. That antiaircraft artillery units will be maintained at a peace strength, this strength to be the minimum at which the unit can function at the outbreak of war, pending reinforcement from officer and enlisted reserves.

d. That 70 per cent of the personnel in the continental forces will be inductees. The remaining 30 per cent must be regular troops to perform essential staff and training functions and to support the necessary turnover for overseas duty.

e. That antiaircraft artillery unit training will be under air force commanders of both continental and overseas air forces.

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f. That an overseas replacement pool is established consisting principally of personnel in transit or overseas turnover.

II. PLAN

3. General

a. The head of the antiaircraft artillery to be a deputy chief of the air staff with a small complement of officers as assistants.

b. Antiaircraft artillery officers to be included in the pertinent divisions of the air staff and air commands.

c. One antiaircraft division headquarters with each air force headquarters, the commander thereof on a status with respect to the air force commander similar to that of officer in a above with respect to the commander in chief. The primary functions of this headquarters will be advice to the air force commander and a general supervisory agency for antiaircraft artillery matters including tactical and technical aspects of unit training.

d. An antiaircraft artillery school for the basic tactical and technical training of antiaircraft officers.

e. An antiaircraft artillery school for the technical training of enlisted personnel.

f. An antiaircraft artillery board as a section of the air forces board.

g. The following general categories of employment of antiaircraft artillery are involved:

(1) Protection of ports, cities, air bases, and other vital establishments in conjunction with fighter aviation and an aircraft warning service.

(2) Operations with ground forces.

4. Troop Requirements.

Under the assumptions as indicated in section I and the general plan in paragraph 3, the minimum troop requirements were computed and are attached as Inclosure No. 1

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POST WAR AIR FORCE

ANTI-AIRCRAFT ARTILLERY TROOP REQUIREMENTS

A. OVERSEAS

Unit	No. of Units	Officers	W.O.	E.M.	Aggregate
AA Div Hq & Hq Btry	3	60	18	210	288
AA Brig Hq & Hq Btry	16	160	48	560	768
AA Gp Hq & Hq Btry	49	441	147	1715	2303
AA Gun (M) Bn	37	814	111	18500	19425
AA Gun (SM) Bn	37	777	111	16650	17538
AA AW (M) Bn	37	814	111	18500	19425
AA AW (SM) Bn	37	777	111	16650	17538
AA SL Bn	50	900	150	30000	31050
AA OR Section	16	96	16	688	800
AA Maintenance Btry	16	64	—	1920	1984
Totals		4903	823	105,393	111,119

B. CONTINENTAL UNITED STATES

AA Div Hq & Hq Btry	3	60	18	210	288
AA Brig Hq & Hq Btry	13	130	39	455	624
AA Gp Hq & Hq Btry	29	261	87	1015	1363
AA Gun (M) Bn	23	506	69	11500	12075
AA Gun (SM) Bn	24	504	72	10800	11376
AA AW (M) Bn	23	506	69	11500	12075
AA AW (SM) Bn	24	504	72	10800	11376
AA SP Bn	26	546	78	11700	12324
AA SL Bn	22	396	66	13200	13662
AAOR Section	13	78	13	559	650
AA Maintenance Btry	13	52	—	1560	1632
Student Officers & E.M.		1131	—	1500	2631
AA School & Board Overhead		250	100	1500	1850
Staff Duty other than AA Units		200	—	—	200
Overseas Replacement Pool		550	88	10,118	10,756
Totals		5674	771	86,417	92,862

C. AGGREGATE

Overseas	4903	823	105,393	111,119
	5674	771	86,417	92,862
	10,577	1594	191,810	203,981

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D. BREAKDOWN AS TO GENERAL ASSIGNMENT

Assignment	AA Gun Bns	AA AW Bns	AA SP Bns	AA SL Bns	Total Bns
Air bases	52	52	---	35	139
Overseas Ports & V.P.'s & Naval bases	26	26	---	17	69
V.P.'s Naval bases in U. S.	30	30	---	20	80
Ground Forces	13	13	26	---	52
Total Bns	121	121	26	72	340

Abbreviation Key --

M - Mobile
SM - Semi-mobile
AW - Automatic weapons
SL - Searchlight
SP - Self-propelled
Gp - Group
Div - Division
AAOR - Anticircraft operations room

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Enclosure "E"
Air Transp. Command

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AFPPL/POL/PSI/dem
6 February 1946

(Chief, Post War Division)

Post War Air Force

Reference is made to letter of 11 December 1945 to the Commanding General, Air Transport Command, from the Chief of the Air Staff which directed that the Air Transport Command supply the Assistant Chief of Staff, Plans, with comments and suggestions with respect to the organization and composition of the post war United States Air Force, particular reference to matters presently within the scope of the Air Transport Command.

The following assumptions have been furnished to this Command for purposes:

a. The Air Force is to be an autonomous division of Army Department, the other three being (1) the Army, (2) the Navy, (3) Research, Production, Procurement and Resources Division.

b. The Air Force will be an "M" day force instantly ready to attack or to crush any threat to world peace.

c. Air Force units will be stationed on an extensive chain of bases extending from the Philippines northward to the West Coast.

d. The Air Force will consist of a GHQ, six Air Forces, and appropriate service units. Of the six Air Forces, one will be employed in the Pacific, three in the United States, including Alaska and the Caribbean.

STATEMENT OF FACTS BEARING ON THE PROBLEM:

The principal functions of the Air Transport Command, as presently constituted, are:

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a. The ferrying of tactical aircraft from the factories to the tactical units or to the foreign governments to which they are assigned, and the operation of schools to train ferrying personnel.

b. The transportation by air of personnel, materiel, mail, strategic materials and other cargoes for all War Department agencies (except those served by troop carrier units) and for any Governmental agency of the United States.

c. The control, operation, and maintenance of establishments and facilities on air routes outside the United States which are or which may be made the responsibility of the Commanding General, Army Air Forces, or which are assigned to the Air Transport Command, and airports of embarkation for routes over which the Air Transport Command operates.

d. The administration of priorities for air travel on aircraft operated by or under contract for the Air Transport Command and on civil air carriers.

4. The post war requirements for an organization to ferry aircraft from the factories to the tactical units to which they are assigned will depend on the rate at which tactical units must be expanded following the outbreak of hostilities, plus the rate of attrition. The directive mentioned in paragraph 1 contains no advice which provides a basis for estimating ferrying requirements. It is therefore assumed that all tactical aircraft will be ferried by combat crews during peacetime and that such a ferrying organization as may be required following the outbreak of hostilities can be built up from scratch simultaneously with the expansion of aircraft production to meet the requirements of actual warfare. There is no indication that the personnel of the post war Air Force assigned to ferrying need exceed the small number required to prepare and keep up to date plans, equipment and facilities to train Operational Training Units for service within a minimum of time following "D" day. Such a plan would obviously be largely based upon the experience gained in the present war.

5. Similarly, a small number of the post war Air Transport personnel should be charged with the duty of studying and keeping currently up to date the best methods of administering priorities and the control of traffic in the event of war. No unusual difficulties in building up an organization to administer priorities on a broad scale following the outbreak of hostilities is foreseen, especially as there will be available the record of the experience gained in the administration of priorities during the present war.

6. If the post war "D" day Air Force is capable of bringing the next war to a quick and successful conclusion by crushing blows from established bases and stockpiles of materiel located at those bases, very

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little need for military air transport services will exist. Such an assumption, however, would hardly appear realistic in the light of past experience. It is therefore assumed (a) that the next war, like all previous wars, will extend over a relatively long period of time, (b) that the tactics of the enemy in actual combat will require a revision of plans made in time of peace, (c) that the United States will carry the war to the enemy, occupying enemy territory and conducting operations from new bases established in such territory, and (d) that military requirements for overall transportation facilities in the next war will be proportionately as great as they have been in the past. The latter assumption would seem almost of necessity to follow from the fact that the increasing complexity of modern warfare requires a continually increasing volume of supply per man in the field.

7. If the assumptions contained in the foregoing paragraph are correct, the size of the post war "M" day military air transport organization should be at least in the same ratio to the size of the overall post war air combat force as the size of the present day air transport organization is to the present day air combat force. It seems probable that the demand for air transportation will be proportionately greater than it is now for the following reasons:

a. The rapid technological development of aeronautics is constantly improving the efficiency of air transportation as compared with other forms of transportation.

b. The trend of modern warfare is in the direction of mobility as contrasted with reliance on heavy fortifications and fixed defenses. This trend accentuates the importance of speed in transportation.

8. The autonomous post war Air Force described in the letter from the Chief of the Air Staff to which reference is made in paragraph 1 above, is roughly 40 percent as large as the existing Air Force of the United States. If the size of the overall post war military establishment is to be in the same proportion to its present size, it follows from the line of reasoning pursued in preceding paragraphs, that the "M" day military air transport organization of the United States which is set up to serve the overall military establishment should be at least 40 percent as large as the present combined ATC and NATS operations including the operations conducted by the contract carriers for the military services. The tentative development of such an air transport organization is suggested in Appendix A.

9. It is not proposed that an "M" day air transport organization should be maintained at full strength throughout the period of peace. It seems probable that, as in the past, international developments will indicate the imminence of war sufficiently in advance so that a reasonable amount of time will be available for building the military establishment

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up to the "D" day strength. While there is no assurance that the warning signals which may be given will be heeded, the availability of adequate and well-protected stockpiles of material and the existence of the aircraft and trained personnel of the civil airlines which can be called into military service in an emergency, should make possible the normal peacetime activation of the air transport component of the Autonomous Air Force at a lower percentage of "D" day strength than would be safe in the case of tactical air force units.

10. It seems logical that the minimum post war military air transport organization should not be reduced below a size which would enable it to perform the following functions:

a. Provide such regular air transport services as may be required to serve military bases of the Autonomous Air Force, the Army and the Navy which are not adequately served by civil airlines or other means of transportation, including tactical aircraft and surface transportation.

b. Operate at least occasional air transport services over all principal air routes between the United States and the outlying bases, which are a part of the defensive system of the United States, for training and familiarization purposes.

c. Operate the airways communications system and navigational aids on all airways between the United States and outlying military bases except those which it may later be found advisable to have operated by the Civil Aeronautics Administration or other U. S. Governmental authority.

d. Maintain in being an organization capable of effecting an expansion to "D" day strength, including the training of personnel required therefore.

e. Maintain familiarity with technical developments in aeronautics, especially those which pertain to air transportation.

11. Appendix B contains a tentative plan for a minimum strength air transport component of an "Initial Postwar Air Force" capable of meeting the requirements stated in the preceding paragraph.

12. Attached as Appendix C is a map which shows tentative air routes outside the continental limits of the United States over which the air transport component of the "Initial Postwar Air Force" would presumably operate to the outlying bases designated in JCS 570/2. Also indicated on the map are present international civil air routes of the United States for which permanent CAB certificates have been issued and additional routes which were proposed in a letter of 26 January 1944 from the Chairman of the Civil Aeronautics Board to the Secretary of War.

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CONCLUSIONS:

13. The military importance of air transportation will tend to increase in the future.

14. The size of the "M" day air transport component of the proposed post war autonomous Air Force should be proportionately at least as large as the combined operations of ATC, NATS and the contract carriers, considered in relation to the present overall military establishment of the United States.

15. The post war "M" day air transport force, based on the foregoing assumption, should have at least the equivalent of 300 transport aircraft of an average gross weight of 48,000 lbs., and the personnel required to operate this number of aircraft is tentatively estimated at the equivalent of 50,000 officers and men including 4,500 officers of which 1,800 would be pilot officers.

16. During peacetime the military air transport force should be reduced substantially below "M" day strength. At 20 percent of "M" day strength, the theoretical military air transport force would comprise the equivalent of 60 airplanes of an average gross weight of 48,000 lbs. and 10,000 officers and enlisted men, including 900 officers of which 360 would be pilot officers. This would be the equivalent of a squadron of 10 planes, of an average gross weight of 48,000 lbs., for each of the six Air Forces of the peacetime Autonomous Air Forces.

17. It is suggested that an air transport force such as that contemplated in paragraph 16 above would be the minimum force that could meet the peacetime air transport requirements of the military establishment and be capable of rapid expansion to full "M" day strength on short notice.

18. It is believed that, in an emergency, the equipment and personnel required for expansion to full "M" day strength could be withdrawn from the civil airlines of the United States without unduly disrupting their necessary domestic activities.

For the Commanding General:

DOD DIR 5200.9

/s/ George Richardson
GEORGE RICHARDSON
Lt. Colonel, Air Corps
Acting Assistant Chief of
Staff, Plans

Inclosures
Appendices A, B & C

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APPENDIX "A"

SUGGESTED "M" DAY STRENGTH

of the

AIR TRANSPORTATION COMPONENT

of the Proposed

AUTONOMOUS AIR FORCE

1. The assumptions in the basic memorandum, of which this appendix is a part, indicate the need for an "M" day military air transport organization at least 40 percent as large as ATC and NATS, as presently constituted, less the ATC Ferrying Division and including the aircraft assigned to contract carriers and personnel engaged in contract carrier operations for the Army and the Navy.

2. ATC and NATS transport aircraft on hand as of the beginning of 1944 including the aircraft assigned to contract carriers (but excluding aircraft assigned to training and aircraft incidental to ferrying activities) was as follows:

AIR TRANSPORT COMMAND

Type	Number	Approximate Aggregate Gross Weight (pounds)
C-87, B-24, LB-30	98	5,684,000
C-54, C-54A	76	4,940,000
C-75	5	250,000
C-46	164	7,872,000
C-47, C-48, C-49, C-53	284	8,236,000
C-73	3	60,000
C-67	3	90,000
C-36, C-56, C-57, C-60	27	540,000
TOTAL	660	27,672,000

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Naval Air Transport Service

Type	Number	Approximate Aggregate Gross Weight (Pounds)
R5D-1 (C-54)	14	910,000
R4D (DC-3)	74	2,146,000
R50-3 (Lodestar)	3	60,000
R-30 (Electra)	2	40,000
PB2Y-3	27	1,890,000
PBM-3R	42	2,100,000
B-314	8	720,000
S-44	2	120,000
XPB2M-1R (Mars)	1	140,000
TOTAL	173	8,126,000

3. As of January, 1944, the total number of transport aircraft of all types operated by and for the Air Transport Command and the Naval Air Transport Service (exclusive of training aircraft and aircraft incidental to ferrying operations) was 833, of an approximate total gross weight of 36,000,000 pounds. In terms of gross weight this is equivalent to 750 aircraft of an average gross weight of 48,000 lbs. (See Note)

Forty percent of this number, representing theoretical post war "M" day strength, is roughly equivalent to 300 aircraft of an average gross weight of 48,000 lbs.

NOTE: A military air transport force requires many different types of aircraft to meet varying operating requirements and conditions. It is believed that it would unnecessarily complicate this paper to estimate the post war aircraft requirements of the military air transport force of the United States in terms of each of the various types of aircraft that will be needed. Therefore it will be assumed that the planes assigned to the post war air transport force will have an average gross weight of 48,000 lbs. (For example: A force of ten transports consisting of 2 C-54s, 2 C-87s, 3 C-46s and 3 C-47s would average approximately the figure indicated.)

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4. The number of personnel required to operate the air transport component of an initial post war Air Force at full "M" day strength will depend on many factors, some of which are: the number and location of bases to be operated, the functions to be performed at each base, the extent to which airplanes and ground facilities are utilized. These and other factors which must be taken into future consideration are impossible to determine at this time. Therefore it becomes necessary to proceed on certain arbitrary assumptions based on past experience. The following assumptions are used in this memorandum:

	Number per Plane
Three pilot crews will be allocated to each plane.	6 officer pilots
Approximately 60% of total officer strength will consist of non-pilot officers.	9 non-pilot officers
TOTAL	15 officers
There will be approximately 10 enlisted men for each officer.	150 enlisted men
TOTAL military personnel per plane (excluding arms and services)	165 officers and men

5. For convenience in planning it is suggested that the post war "M" day military air transport force be considered in terms of squadrons of 10 planes each, five squadrons making up a group. Thus an "M" day air transport organization of 300 planes would permit the theoretical assignment of one air transport group (50 planes) to the area in which each of the six tactical Air Forces of the post war Air Force will be deployed. Operational control should remain, as at present, in a single command in order to provide the flexibility and freedom of action that is required in an organization that cuts across theater lines.

6. Overall personnel strength of the "M" day transport component of an autonomous Air Force, based on the assumptions listed in paragraphs 4 and 5, would amount to approximately 50,000 officers and men (excluding arms and services) of which 1,800 would be pilot officers, 2,700 non-pilot officers, 45,500 enlisted men. Each group would have a complement of approximately 300 pilot officers, 450 non-pilot officers and 7,500 enlisted men. Each squadron would have a complement of 60 pilot officers, 90 non-pilot officers and 1,500 enlisted men.

In addition, there would be a requirement for personnel to staff the Headquarters which is estimated at 1,500 officers and men. The functions of the Headquarters will be discussed in Appendix "B" which contains a proposal for peacetime organization of the air transport component of the Initial Post War Air Force.

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APPENDIX "B"

SUGGESTED PEACETIME STRENGTH

of the

AIR TRANSPORTATION COMPONENT

of the Proposed

AUTONOMOUS AIR FORCE

1. It is believed that the minimum air transport component of the peacetime Air Force which will be capable of meeting the requirements stated in paragraph 10 of the basic memorandum, of which this appendix is a part, should be at least 20 percent of its "M" day strength. In Appendix A, it is suggested that the full "M" day transport force should contain the equivalent of 300 transport planes of an average gross weight of 48,000 lbs., with the equivalent of 50 such planes assigned to each of the six tactical Air Forces of the proposed Autonomous Peacetime Air Force as a group of 5 squadrons of 10 planes each. On the basis of 20 percent activation in peacetime, one squadron of 10 planes per tactical Air Force, would be available for service.

2. A squadron of 10 planes per tactical Air Force would appear the absolute minimum necessary for the performance of two of the primary functions proposed for the peacetime military air transport organization, namely: (a) to provide regular air transport services to certain bases; and (b) to operate occasional air transport services over all proposed routes for training and familiarization purposes. (See map, Appendix C). Other facilities would be needed for additional training of military air transport personnel in the latest operating techniques, use of newest types of equipment and familiarization with commercial routes extending beyond the defense areas. It is suggested that arrangements be made with commercial airlines to secure such necessary additional training by the assignment of military personnel to the airlines on detached duty.

3. Activation of the military air transport component of the peacetime Air Force on the basis of 20 percent of theoretical "M" day strength would require a personnel strength of 10,000 officers and men on the basis of the assumptions used in Appendix A. This figure includes 900 officers of which 360 are assumed to be pilot officers. The squadron which would be assigned to each of the six Air Forces would have a complement of 60 pilot officers, 90 non-pilot officers and 1,500 men.

4. The activation during peacetime of only one 10 plane transport squadron in each Air Force, equivalent to a total of 60 aircraft for the entire Autonomous Air Force, would mean that the equivalent of 240 additional transports would be required to bring the peacetime air transport

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force up to "M" day strength. Such transport airplanes as could not be obtained from new production would have to be obtained by negotiated purchase or requisition from the commercial airlines or private owners, and, similarly, the personnel required to operate and maintain the planes would have to be called into military service from civil life.

5. It has been estimated by the National Resources Planning Board that the probable minimum number of aircraft required for United States commercial airline operations on domestic and foreign routes two years after the end of the war will be equivalent of 1,000 aircraft of an average gross weight of 48,000 lbs. (See report entitled "Post-War Problems of the Aircraft Industry," by Melvin A. Brenner, Industrial Section, National Resources Planning Board, August, 1943.) On the basis of the National Resources Planning Board estimate, the number of transport airplanes required to build the peacetime military air transport force to "M" day strength would approximate only 24 percent of the commercial airline fleet as of the date indicated. This ratio compares favorably with the percentage of civil transport withdrawn from the airlines in 1941 and 1942. In those years approximately half of the total number of aircraft owned by American commercial airlines passed, by purchase or lease, into the hands of the United States Government and governments of other United Nations. From the above it appears that the demands to be made on the commercial airlines to bring the military air transport force up to "M" day strength are likely to be less burdensome in the future than was the case in the past. As production of transport planes increases with the pressure of wartime need, the equipment which may have been purchased or requisitioned from the commercial airlines at the outbreak of hostilities should be returned to the airlines to become a reserve available for emergencies that cannot adequately be met from production.

6. In Appendix A the "M" day Headquarters personnel is estimated at 1,500 officers and men. On the basis of 20 percent strength for a peacetime organization, a staff of 300 officers and men would be required not only for operational administration of the peacetime squadrons, but also to perform the following functions: (a) prepare, and keep up to date, plans, equipment and facilities necessary for the initiation of a ferrying program when required including supplies and courses of study for the prompt operation of Operational Training Units; (b) determine the best methods of administering priorities and control of traffic in the event of war; (c) study and maintain familiarity with technical developments in aeronautics and air transportation; (d) maintain close liaison with the civil carriers to secure proper training of military crews and to effect rapid transfer of civil aircraft to military use on the outbreak of hostilities; and (e) develop an organization of a size and quality capable of effecting a rapid expansion to "M" day strength.

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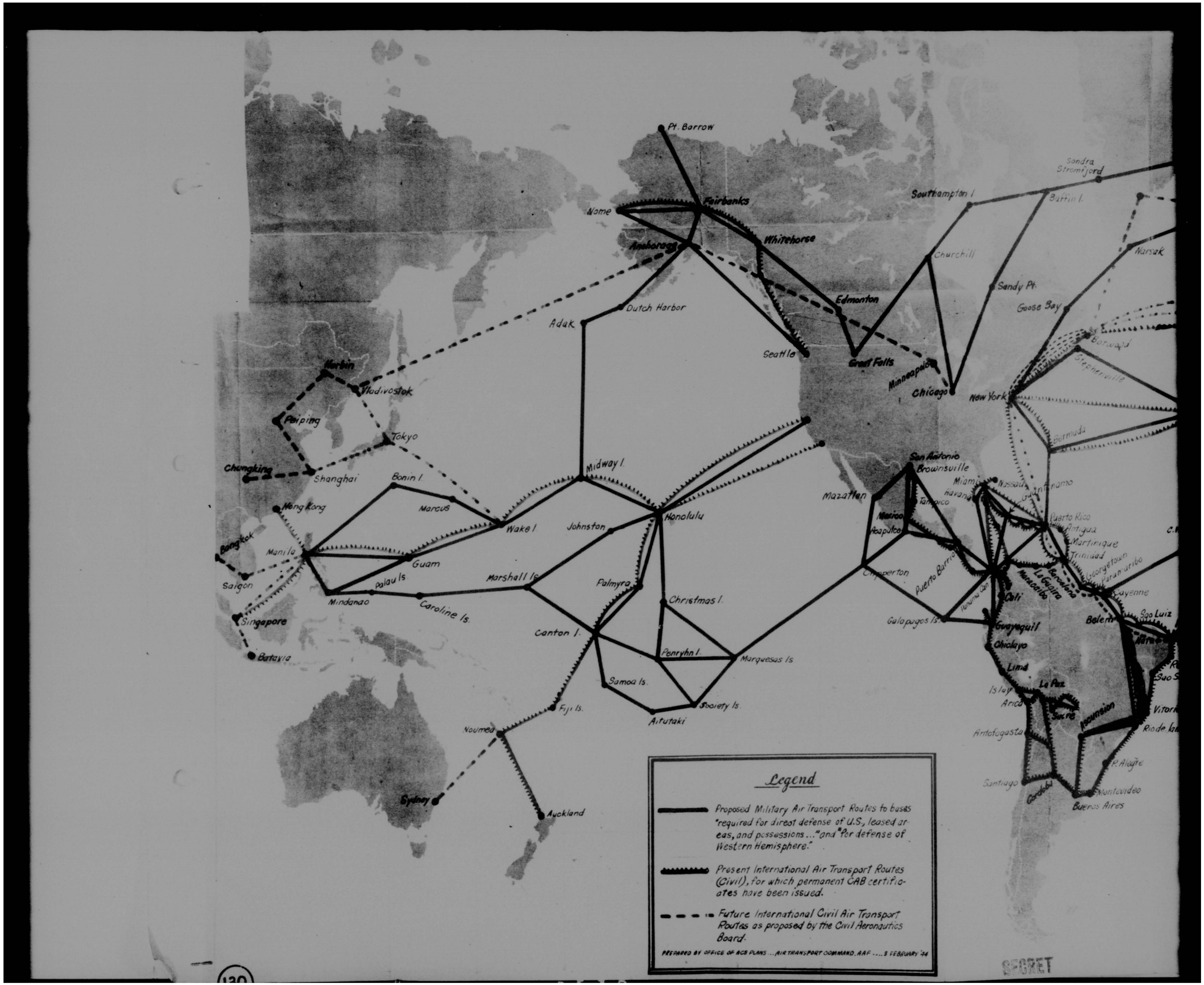

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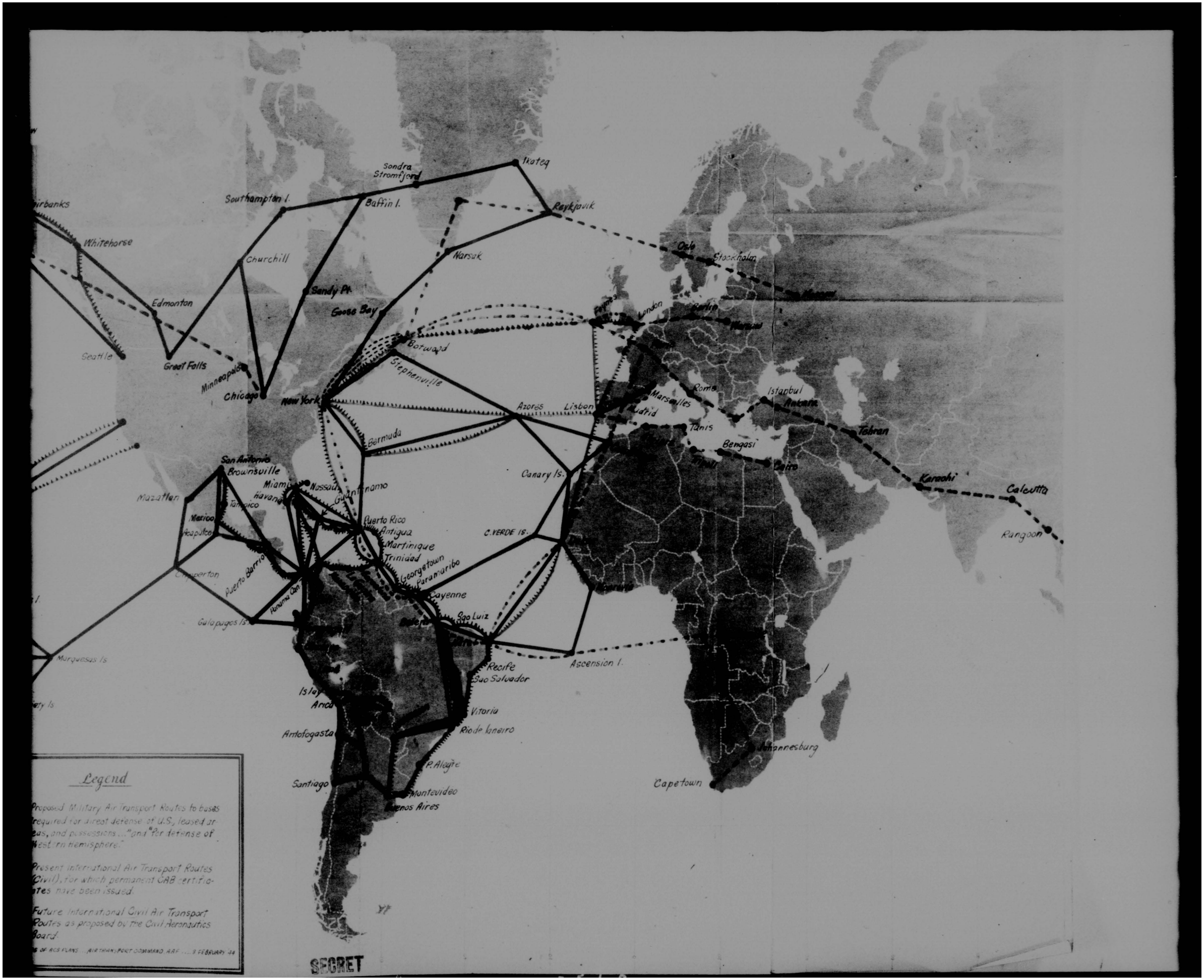

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INCLOSURE III

AAF INSTALLATIONS WHICH ARE RECOMMENDED FOR RETENTION ON ACTIVE STATUS

STATION	Housing Capacity (60 Sq.Ft.)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
1. Camp Springs, Maryland	1833	1680	1493	1493	1493	POST WAR AIR FORCE Station No. 29. Urgently required and presently used as fighter Combat Crew Training School.
2. Mitchell Field, New York	6354	4716	5811	6064	5811	POST WAR AIR FORCE Station No. 10. Headquarters First Air Force and heavy bombing staging area.
3. Baltimore AAB, Maryland	766	286	358	358	358	Strategic reserve - 1200 fighter. Necessary to retain for Tow Target Sq. supporting Camp Eustis and Eastern Defense Command. Geographical location dictates retention.
4. Selfridge Field, Michigan	4373	3241	1900	1900	1900	POST WAR AIR FORCE Station No. 21. Strategic reserve - 2500 Fighter. Now used for air communication training center.
5. Fort Dix, N. J.	3898	850	1180	1180	1180	POST WAR AIR FORCE Station No. 65. Port of Embarkation depot and program for radar calibration and a special secret project because of proximity of factories manufacturing this equipment.
6. Walterboro	3566	874	824	824	824	Strategic Reserve - 1500 fighter. Colored fighter program.
7. Seymour-Johnson, N.C.	16215	5096	2355	2355	2355	Now being used as fighter combat crew training school - recommend closing unused housing. No further units can be assigned due to traffic saturation.
8. Bradley Field, Conn.	5964	3325	2681	2681	2681	POST WAR AIR FORCE Station No. 44. Now being used as Fighter Combat Crew Training School and Fighter Coastal Replacement Depot. No further flying units due to traffic saturation.

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STATION	Housing Capacity (60 Sq.Ft.)	30 Apr	1 July	1 Sep	1 Jan	REMARKS
SECOND AIR FORCE						
9. Dyersburg AAF, Tenn.	4927	4287	3814	3814	3814	Heavy bombardment Combat Crew Training School. No further flying units can be assigned due to traffic conjestion.
10. Bruning A.F., Neb.	2066	1497	1179	1179	1179	Strategic reserve - 4000. Now being used as Fighter Combat Crew Training School. No further units can be assigned due to traffic conjestion.
11. Pierre Satellite A.F., S.D.	666	276	442	442	442	Fighter Gunnery Range. Now required for air gunnery in Second Air Force.
12. Biggs Field, Texas	6199	4694	3722	3722	3722	POST WAR AIR FORCE station No. 40. Now heavy bombardment combat training school and will become very heavy bombardment combat crew training school.
13. Harding Field, La.	4345	1875	1239	1239	1239	Now fighter combat crew training school. No more flying units can be assigned due to traffic conjestion.
14. Davis-Monthan Fld., Arizona	9335	4506	3663	3663	5131	POST WAR AIR FORCE Station No. 25. Now Heavy Bombardment Combat Training School to become a Very Heavy Bombardment Combat Crew Training School.
15. Wendover Field, Utah	4500	2903	1493	1493	125	POST WAR AIR FORCE Station under consideration. Strategic reserve - 4000. Now Fighter Combat Crew Training School. Will be used for Very Heavy Bombardment Strategic Reserve.
16. Alliance, Nebraska	5514	3966	4067	4067	4067	Now Troop Carrier. To become Very Heavy Bombardment Combat Crew Training School 1 July 1944.
THIRD AIR FORCE						
17. Brownwood AAF, Texas	395	402	168	168	168	Now a liaison OTU. Retention necessary for cooperation with AGF troops in this area.
18. Cox Field, Texas	400	424	178	178	178	Now a principle Combat Crew Training School Base. Training to be concentrated at this station later.
19. Gainsville AAF, Texas	666	121	0	0	0	Auxiliary field for B-24 training out of Terrant Field. To be assigned to Central Flying Training Command.

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STATION	Housing Capacity (60 Sq. Ft.)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
20. Hammond AAF, La.	467	0	50	50	50	Should be retained as bombing and gunnery range.
21. Hattiesburg AAF, Miss.	Tent Camp	44	34	34	34	Necessary for cooperation with AGF for artillary adjustment practice.
22. Palacios AAF, Texas	167	230	242	242	242	Retain as a gunnery range. To be used by an AAA Tow Target Detachment.
23. Pounds Field, Texas	433	389	488	488	488	Retain for Lousiana maneuver area.
24. Raleigh Durham AAF, N.C.	400	196	43	43	43	Now used as a Combat Crew Training School liaison station. Retention necessary for cooperation with AGF troops in this area.
25. Dale Mabry Field, Fla.	4707	3515	3160	2398	2398	Strategic reserve - 4700. 1000 officers also housed on base in Replacement Depot. Fighter Combat Crew Training School. No room for further units due to traffic saturation.
26. Greenville AAF, S.C.	5200	6478	3467	3457	3517	POST WAR AIR FORCE Station No. 59. Required for continuance of Medium Bombardment Combat Crew Training School.
27. Key Field, Miss.	5451	3377	2661	2051	1869	Strategic reserve - 3000. Tactical Reconnaissance Combat Crew Training School. No room for additional units due to traffic saturation.
28. Lakeland AAF, Fla.	3418	2232	1209	1209	401	Strategic reserve - 3000. Now used for Fighter CTU and service group Training Center. Plan change which will increase activity in July 1944.
29. MacDill Field, Fla	9962	10700	11028	11028	10541	POST WAR AIR FORCE Station No. 17. Heavy Bombardment Combat Crew Training School is using facilities to capacity.
30. Morris Field, N.C.	3237	2891	2735	2735	2555	Light Bombardment Combat Crew Training School.

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STATION	Housing Capacity (60 Sq.Ft.)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
31. Page Field, Fla.	1333	1198	951	951	951	Now used as Fighter Combat Crew Training School
32. Sarasota AAF, Fla	1612	1865	1705	1705	1705	Now used as Fighter Combat Crew Training School
33. Venice, AAF, Fla	3853	3521	3331	3331	3331	Now used as Fighter Combat Crew Training School and Service Group Training Center.
34. Coffeyville, Kansas	3083	1626	1626	1626	95	Now used for Photographic Replacement Training.
35. Waycross AAF, Ga.	3433	2026	1462	1462	1462	Now used for Fighter Combat Crew Training School. No room for additional units due to traffic saturation.
36. Sturgis, Ky.	267	68	68	68	68	Now used for liaison squadron. Necessary for cooperation with AGF troops in this area.
FOURTH AIR FORCE						
37. Western Sig. Avn.Tr.Ctr. Fresno, Calif.	5181	5096	5000	5000	5000	Only air force base in the U. S. physically set up for the special training of signal aviation units. The movement of heavy equipment seriously delay commitment dates of units up to January 45 if transfer were considered.
38. Ephrata AAB, Washington	4096	1793	2250	2250	2250	Strategic reserve-5000. Now used as Fighter Combat Crew Training School. No room available for additional units due to traffic saturation.
39. Geiger Field, Wash.	8394	3932	3232	9000	9000	Strategic reserve - 5000. Not immediately desirable for flying training. Heavy equipment for engineer training makes any contemplated move undesirable. Geographic location, especially suitable for engineer training. Plans estimate 9000 strength at this station 1 August 44.
40. March Field, Calif.	10641	5877	4600	4600	4424	POST WAR AIR FORCE station no. 12. Now used for Heavy Bombardment Combat Crew Training. No room for additional units due to traffic saturation.
41. Salinas AAF, Calif.	1083	1399	1020	1020	1020	POST WAR AIR FORCE Station No. 71. Now used as a night Fighter Combat Crew Training School.

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STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
42. Tonapah AAF, Nev.	3820	5551	4710	4710	4710	POST WAR AIR FORCE Satellite. Heavy Bombardment Combat Crew Training School.
43. Walla Walla [illegible], Wash.	3848	3098	3925	3925	3925-	Heavy Bombardment Combat Crew Training School
44. Portand AAB, Ore.	4033	2321	1367	1367	1367	POST WAR AIR FORCE Station under consideration. Fighter Combat Crew Training School. No room for additional flying units due to traffic saturation.
45. Chico AF School, Calif.	3818	1974	1491	1491	1491	POST WAR AIR FORCE Station under consideration. Now used as Fighter Combat Crew Training School. Will become 4th Air Force staging area.
46. Lemoore AF School, Calif.	4312	1952	4380	4044	4044	Will become Fighter Combat Crew Training School upon conversion of Chico AAF School, California, to staging area.
TRAINING COMMAND						
47. Temple AAF, Texas	208	0	0	0	0	Retention recommended as auxiliary field to Waco, Texas.
48. Middle River AAF-TTC Detachment	559	350	350	350	350	Now a B-26 factory school used for training B-26 aerial gunners and mechanics.
49. Anniston AAF, Ala.	367	0	0	0	0	Required as an auxiliary field for 4 engine training at Maxwell Field.
50. Bainbridge, AAF, Ga.	3950	2340	2100	1850	1680	Basic flying school. Student load of 563 is based upon use of air space for the most efficient operation.
51. Craig Field, Ala	3559	2270	2270	2270	2195	POST WAR AIR FORCE Station No. 26. Now used as Advanced Single Engine Flying School. Student load of 590 is based upon use of air space for the most efficient operation.
52. Greenville AF, Miss.	4141	2160	2160	2160	2985	POST WAR AIR FORCE Station No. 79. Now used as Basic Flying School. Student load of 563 is based upon use of air space for the most efficient operation.
53. Gunter Field, Ala	2508	2259	2259	2259	2136	POST WAR AIR FORCE Satellite Station. Now used as Basic Flying School. Student load of 563 is based upon use of air space for the most efficient operation.

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INCLOSURE III

STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
54. Hendricks Field, Fla.	4853	3053	3053	3137	3137	POST WAR AIR FORCE Station No. 82. Now used as 4 engine School. Overloaded to meet commitments. Operation at maximum of 75 airplanes. Student load of 500 is based upon use of air space for the most efficient operation.
55. MarianaField, Ala	11442	15077	15077	15077	11660	POST WAR AIR FORCE STATION No. 9. Now being used for pre-flight and 4 engine training. 4 engine school over-loaded and operating at maximum capacity.
56. Napier Field, Ala	3324	2403	2403	2403	2298	POST WAR AIR FORCE STATION No. 69. Now used as Advanced Single Engine Flying School. Student load of 590 is based upon use of air space for the most efficient operation.
57. Shaw Field, S.C.	4766	2585	2585	2585	2030	POST WAR AIR FORCE Station under consideration. Now used as Basic Flying School. Student load of 563 is based upon use of air space for the most efficient operation.
58. Spence Field, Ga.	3498	2693	2693	2693	2169	POST WAR AIR FORCE Station No. 70. Now used as Advanced Single Engine Flying School. Student Load of 590 is based upon use of air space for the most efficient operation.
59. Tuskegee AAF, Ala.	3508	2678	2678	2678	1988	POST WAR AIR FORCE Station under consideration. Negro Flying School operating at full capacity.
60. Lockbourne AAB, Ohio	3830	2982	2981	3185	3185	POST WAR AIR FORCE Station No. 83. Now used as 4 engine flying school. Overloaded to meet commitments. Operations at a maximum of 70 to 75 airplanes.
61. Chanute Field, Ill.	18000	9828	9828	9828	8061	POST WAR AIR FORCE Station No. 13. Needed in 4 engine program and ground specialists training program. Helicopter training to be added.
62. Scott Field, Ill.	19944	17345	17345	17345	12326	POST WAR AIR FORCE Station No. 36. Radio school operating at maximum capacity.
63. Buckley Field, Colo.	11431	9111	9111	9111	8982	POST WAR AIR FORCE Satellite Station. Basic Training Center and Armorer Training.

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INCLOSURE III

STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
64. Sioux Falls AF, S.D.	16352	16981	16981	15000	11615	Now being used as a Radio School. Needed as long as present requirements for radio technicians continue.
65. Altus AAF, Okla	3583	2681	2681	2900	3309	Now used as Advance Single Engine Flying School. Student load of 516 is based upon use of air space for the most efficient operation.
66. Childress AAF, Texas	3933	2450	2450	2800	2937	Now used as Bombardier School. Operation at maximum capacity.
67. Enid AAF, Okla.	3549	2468	2468	2100	1783	Used as a Basic Flying School. Student load of 602 is based upon use of air space for the most efficient operation.
68. Foster Field, Texas	4424	3874	3874	2800	1837	Used as an Advance Single Engine Flying School. Student load of 516 is based upon use of air space for the most efficient operation.
69. Moore Field, Texas.	3868	2001	2001	2165	2165	Used as Advanced Single Engine Flying School. Student load of 516 is based upon use of air space for the most efficient operation.
70. San Antonio Avn. Ctr., Texas	24546	18530	18530	15000	9992	Used as pre-flight and OCS.
71. Sheppard Field, Texas.	27686	22966	22966	23162	23162	POST WAR AIR FORCE Station No. 88. Basic Training Center and Glider maintenance school. Required under present directive.
72. South Plains AAF, Texas.	3783	2151	2151	2307	2307	Being used as glider school. Required to meet glider pilot directive.
73. Gardner Field, Calif.	2751	2444	2444	2200	1879	Used as Basic Flying Training School. Student load of 594 is based upon use of air space for the most efficient operation.
74. Kearns Basic Tr. Ctr., Utah	15099	10268	10268	9000	7131	Overseas Replacement Depot. Will release as soon as Training Command is relieved of overseas replacement responsibility.

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STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
75. Luke Field, Ariz.	5949	4385	4385	2500	1948	POST WAR AIR FORCE STATION No. 30. Being used as Advanced Single Engine Flying School. Student Load of 520 is based upon use of air space for the most efficient operation. Also needed for foreign training requirements.
76. Mather Field, Calif	6077	2770	2770	2770	2273	POST WAR AIR FORCE Station No. 27. Advanced Twin Engine Flying School. Student load of 550 is based upon use of air space for the most efficient operation.
77. Minter Field, Calif.	4708	2720	2718	2718	2228	Being used as Basic Flying School. Student load of 594 is based upon use of air space for the most efficient operation.
78. Stockton Field, Calif.	4801	2444	2444	2444	2193	Being used as Basic Flying School. Student load of 594 is based upon use of air space for the most efficient operation.
79. Victorville AF School	4994	3383	3383	3383	3132	Being used as Bombardier Training School. Operation at maximum capacity.
80. Eagle Pass AAF, Texas	2951	1917	1917	2100	2197	Absolutely necessary to meet single engine requirement.
81. William Northern AAF, Tenn.	1655	431	0	0	0	Required as an auxiliary to B-24 training out of Smyrna, Tenn.
82. Campbell AAF, Ky.	1033	1171	0	0	0	Required as an auxiliary to B-24 training out of Smyrna, Tenn. STRATEGIC RESERVE - 1000.
83. Las Vegas Municipal Apt, N. M.	0	0	0	0	0	Western Training Command needs this field as auxiliary for B-24 training out of Albequerque, N.M.
84. AAFTS Willow Run Ypsilanti, Mich	1923	1317	595	595	595	Being used as B-24 factory school and Dr8600 factory school. Is needed for training aerial engineers and ground mechanics.
TROOP CARRIER COMMAND						
85. Laurinburg Maxton AAF, N.C.	6579	3747	2728	2728	2545	POST WAR AIR FORCE Station No. 38. Being used as glider Combat Crew Training School. Traffic saturation pr additional use.

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STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
86. Bear Field, Paul, Ind.	3470	2346	3601	4258	4295	POST WAR AIR FORCE Station under consideration. Used as Troop Carrier staging area.
87. Bowman Field, Ky.	4581	2482	3504	2146	705	Strategic reserve - 2100. After 1 October 44 will be used for AAF school of air evacuation which operates under Hq. AAF and is assigned to I Troop Carrier Command for administration.
88. Vichy AF, Mo.	453	0	0	0	0	Should be retained as auxiliary to Sedalia, Mo, due to traffic saturaction
89. Atterbury AAF, Ind.	967	86	185	185	0	Being retained for night flying as an auxiliary to Godman Field.
TACTICAL CENTER						
90. Orlando AB, Fla.	10822	8849	8157	8157	8157	POST WAR AIR FORCE Station No. 4. Flying field fully utilized.
PROVING GROUND COMMAND						
91. Eglin Field, Fla.	4079	6550	6724	6724	6724	POST WAR AIR FORCE Station No. 3. Housing fully utilized.
WEATHER WING						
92. Asheville, N. C.	215	351	351	351	351	Housing fully utilized. This represents capacity of AAF Newbridge Camp, Asheville, N.C. Any change in assignment would materially affect the operations of this Hq. office.
FLYING SAFETY						
93. Winston-Salem, N.C.	267	255	255	255	255	Hq. fully utilized. This represents capacity of Smith-Reynolds Airport, Winston, Salem, N.C., which is used by the Flying Safety Squadron as its base. The Squadron performs necessary service for aircraft assigned to office of Flying Safety. Any change would materially affect the operations of this Hq. office.

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INCLOSURE III

STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
AIR TRANSPORT COMMAND						
94. Brownsville AAF, Texas	600	743	749	749	749	POST WAR AIR FORCE Station under consideration. Housing used to capacity. Required as port of aerial embarkation and debarkation, also as control point for Central American Route of the ATC.
95. Dow Field, Maine	3646	1125	1484	1635	1955	POST WAR AIR FORCE Station No. 46. Approximately 2700 combat crew personnel per month are processed through this sub-port of aerial embarkation. It is an essential alternate landing field and must have available contingent capacity for any backlog of aircraft and personnel which might stack up because of weather or delays at advanced bases throughout the North Atlantic Wing. A fully equipped 45-day subdepot is located on this base.
96. Gore Field, Mont.	1367	1830	1949	1880	1880	Housing figures represent over-capacity for which some of the housing at the adjacent Great Falls AAB is used. This is the Hq. of the 7th Ferrying Group of ATC, which ferries between 350 and 400 aircraft to Alaska monthly. A sub-depot with a 45-day level is maintained.
97. Great Falls, AAB, Mont.	2833	1366	1024	1024	1024	POST WAR AIR FORCE Station No. 43. Contains extensive permanent construction for the processing and winterization of lend-lease and combat aircraft ferried over the Alaskan Route. Available housing at this base is utilized by over-flow from adjacent Gore Field. Further available housing is necessary as it is not unusual for close to 100 heavy bomber crews to be stacked up at this point because of weather conditions or delays at advanced bases.
98. Granier Field, N.H.	4992	1849	1477	1637	2000	POST WAR AIR FORCE Station No. 47. Hq. North Atlantic Wing, ATC, uses this base as a landing field. It was selected because of favorable conditions, as a sub-port of aerial embarkation. There are facilities available for processing transient tactical crews of approximately 3100 per month. Any extensive redeployment of aircraft through the North Atlantic Wing will require the use of these facilities. A subdepot with a 45-day level is maintained.

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INCLOSURE III

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STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
99. Lunken Field, Ohio	250	304	304	304	304	Housing capacity fully utilized. Hq. Ferrying Division, ATC in Cincinnati uses this as a landing field. Wing aircraft and personnel are stationed here. Transfer of personnel stationed here would seriously handicap operation of this ATC wing Hq.
100. Reno AAB, Nev.	3760	2641	2206	2206	2206	This is Hq. of an operational training unit with the mission of training crews for high altitude flight and service in India-China. The facilities at this base are essential as it is an important route control station for tactical crews and aircraft. A subdepot is located at this base.
AIR SERVICE COMMAND						
101. Reading AAF, Pa.	1633	79	12	12	12	Technical facilities fully utilized. Civilian personnel is used to handle over-load on Middle Town air depot.
102. Nashville AAC (Berry Hills)Tenn.	13599	1975	1476	1476	1476	This is a convalescent center. Unused housing being held in reserve for demobilization.
103. Albuquerque AAF, N. M.	3317	323	661	661	661	This is a convalescent center. Unused housing being held in reserve for demobilization.
104. Stinson Field, Texas	3224	3500	3500	3500	3500	Field used as auxiliary to Brooks. Used for storage of up to 1500 surplus aircraft. Used for training of service groups.
105. Fresno AAF Gr. Tr. Fac., Calif.	6773	7222	2775	2775	2771	ASC control depot. Geographic location necessary for Pacific shipments.
106. Hensley Field, Texas	1038	233	238	235	232	POST WAR AIR FORCE Station under consideration. Used for servicing aircraft and housing transients. This is the field adjacent to North American P-51, B-24, and AT-6 plant.
107. Jacksonville AAF, Fla.	1560	217	70	70	70	Field being used by the Navy. ASC is operating transient service detachment. Balance of housing transferred to Navy.

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ENCLOSURE III

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STATION	Housing Capacity (60 Sq Ft)	Strength 30 Apr	1 July	1 Sep	1 Jan	REMARKS
108. Pendleton Field, Oregon	3886	134	134	134	134	POST WAR AIR FORCE Station under consideration. Strategic reserve - 4000. Auxiliary to Walla Walla. Now being used for a tow-target squadron.

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23 March 1945

MEMORANDUM FOR CHIEF TRAINING PLANS AND PROGRAMS DIVISION

SUBJECT: AAF Training Program After Defeat of Germany.

1. In compliance with your memorandum dated 19 March 1945, subject as above, the following changes are recommended to the tentative AAF letter, subject as above:

a. Section II, paragraph 8 d
Delete "retraining" and substitute "redeployment training".

Delete last sentence, page 3 and substitute the following: "The proposed schedules indicated below represent the minimum redeployment time and apply to ground echelons of tactical units concerned and their supporting Air Service Groups. It is desired that these schedules be followed to the maximum extent possible when redeployment commences."

b. Section II, add paragraph 8 d (4)
"For units converted to other types of tactical aircraft five (5) months in the United States, including thirty (30) days, plus travel time for recuperation, rehabilitation and recovery".

c. Section II, paragraph 9 e (3)
Delete first sentence and substitute the following: "Only Air Service Groups, each composed of a Headquarters and Base Services Squadron (T/O&E 1-452T), an Air Engineering Squadron (T/O&E 1-457T) and an Air Materiel Squadron (T/O&E 1-458T) will be used in redeployment".

d. Paragraph 9 e (4)
Substitute "Air Service Groups" for "Service Groups, Special".

Add to second sentence: " and that the units are ready for combined training".

e. Paragraph 9 e (6)
Delete paragraph and substitute the following: "Air Service Groups activated in the continental United States to meet additional future requirements will be activated and trained by Air Technical Service Command until unit is ready for combined training, after which it will be transferred to the CAF for combined training.

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f. Paragraph 9 e (7)
Delete "augmented" and substitute "amended".

g. Add Paragraph 9 e (8)
"All Air Depot Groups scheduled for redeployment will be assigned to the Air Technical Service Command for training and processing."

h. Add Paragraph 9 e (9)
"Other miscellaneous Service Units scheduled for redeployment through the Zone of Interior will be assigned to the Training Air Forces or Commands as directed by Headquarters AAF.

G. S. BOND
Colonel, Air Corps
Chief, Technical and Services
Training Division

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8 Jan 1945

MEMORANDUM FOR RECORD:

A conference was held on 3 January 1945 in Room 4E 996. Subject under discussion - letter from ETO, subject: "Training of Service Units in ETO upon Defeat of Germany", asking pertinent questions on all problems involved in redeployment training.

This conference was attended by various divisions of AC/AS, OC&R, M&S, Training and other staff agencies. Lt Colonels Hitchcock and Libershal attending from AFACT-4.

Certain cables sent by OC&R to the Pacific Theaters asked that the theater contact ETO and MTO. Teams have been sent to ETO & MTO consisting in several instances of 2 officers; one flying officer and one service officer. This Headquarters has no knowledge of the training yardstick presented by the Pacific Theater.

1. Col Lessig's office considers it is the proper office of contact on such matters and will answer the letter. Further stated "the IG is in the Theater (ETO-MTO) looking the situation over and will set the pitch on POM inspections".

2. Determination of the list of equipment the unit will have in the new theater? Cannot be established until disposition of units determined. 99% of items are common ETO - PACIFIC THEATERS.

3. Definitions - VE Day - defeat of Germany
R Day - (redeployment day) not definitely related to VE

4. ETO; MTO theater Commanders will actually commit units by numerical designation - not this Headquarters.

5. Pacific Theaters have liaison training squadrons for flight crews enroute to ETO; MTO. 30 days TD has proven sufficient time.

FRANCIS M. LIBERSHAL
Lt Colonel, CE
Deputy for Services Training

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ATSC
MTO

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3 Jan 45

COPY

SUBJECT: Training of Service Units in the European Theater upon the Defeat of Germany.

TO: Commanding General, Army Air Forces, Washington, D.C.

1. Request the following information relative the extent to which you desire this Command to train Service Units for duty in Asiatic and Pacific Theaters:

a. An indication of the extent you desire this command to participate in the training of Service Units to be redeployed through the United States to other theaters. Upon receipt this Headquarters will immediately indicate whether your desires are within the capabilities of this Command, and if not will indicate the extent to which they can be accomplished.

b. An indication of the training that it is planned to accomplish in the United States prior to the redeployment of Service Units to Asiatic and Pacific Theaters. This is requested for guidance in training units which will be redeployed direct from this to other overseas theaters. In this report a list of latest developments in equipment and aircraft, which are not scheduled for use in this theater, but which will be encountered by units from this theater upon their arrival in Asiatic and Pacific theaters, be submitted this Headquarters, as well as an indication of the extent to which you can supply limited quantities of items listed for training purposes in this theater.

2. It is suggested that whatever training is accomplished in this theater, of Service Units which will be processed through the United States for duty in other theaters, be done in conjunction with training programs being planned by your Headquarters.

COPY

Copy of the document at enclosure 3 Jan 45, 40792 etc. 1 by Hist Sec Theater Service Units, MTO, ETOUSA, dtd

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TENTATIVE AFACT-6

26 December 1944

AAF TRAINING PROGRAM AFTER THE DEFEAT OF GERMANY

1. Effective Date: This program will be effective on or about the date on which Germany and her European satellites are eliminated from the war or rendered so impotent that it becomes practical to transfer our major effort to the Pacific theaters. The specific effective date will be announced by the War Department at the appropriate time. Until that time this program is for planning purposes only.

SECTION I - GENERAL

2. Training Objective: All AAF Training activities will be planned and conducted with the objective of preparing individuals, teams, crews and units specifically for operations against Japan.

3. Pacific Theaters Experience Utilization: It is essential that fullest practicable advantage be taken of combat and logistical experience gained in Pacific theaters. Officers with combat experience in Pacific theaters are to be maintained as advisors on the staff of Headquarters, Army Air Forces and will be included in the command or staff of each activity engaged in the training of individuals, teams, crews and units and at AAF schools.

4. Training Directives and Training Standards:

a. All current War Department Training Directives will continue in effect unless subsequently rescinded.

b. AAF Training Standards will be reviewed and rewritten as necessary to assure their applicability and adequate coverage of requirements for individuals, teams, crews and units to be redeployed in Pacific theaters. AAF Training Directives will be reviewed and republished or new ones prepared as necessary in order to insure that standards of training and methods used by Zone of Interior agencies, ETO and MTO produce a uniform product to meet the needs of Pacific theaters. Action has been taken sending officers from Pacific theaters to ETO and MTO to assist in preparing training programs for the redeployment training of units destined for Pacific theater.

5. Training for Operations Against Japan: Training will be stressed in subjects especially valuable for Pacific are operation, such as:

a. Precision over water navigation: Use of radio, radar and celestial navigation methods.

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b. Geography of the area.

c. Recognition of surface craft and aircraft; identification of troops and equipment in jungle operations.

d. Medical instruction on health conditions to be encountered, including malaria discipline, and control, and physical efficiency under conditions of climate and terrain to be encountered.

e. Living and operating conditions including emergency procedures; survival instructions, living off the land, swimming, life saving and resuscitation.

f. Chemical warfare: Tactical use of smoke will be emphasized for those units where applicable, together with training in the offensive employment of taxic gases so as to permit its effective and overwhelming employment should retaliatory gas war-fare be initiated; training in Chemical Warfare passive defense.

g. Japanese air tactics and aircraft performance; employment of Japanese weapons, planes, vehicles and equipment. Japanese psychology.

h. Successful tactics employed against the Japanese, and armament proven effective in Pacific areas.

i. Improvised expedients for logistical operations in difficult terrain where roads are inadequate and transportation and equipment deficient.

j. Care and maintenance of arms, vehicles, equipment, ammunition, and clothing under climatic conditions prevailing in Pacific theaters to include moisture proofing and water proofing.

k. Radio and radar technique applicable to the Pacific.

l. For some units complete training in night operations.

m. Training in leadership, for junior officers and non-commissioned officers will be provided during section, team, aircrew and unit training.

n. Employment of natural and artificial camouflage, where applicable.

o. Map and aerial photograph reading.

p. Pacific weather phenomena.

q. Bad weather operation and Ground Control Approach practice.

r. Airdrome Security Defense.

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SECTION II - REDPLOYMENT TRAINING

6. Redeployment Training Defined: Redeployment training will be the term used to designate the training of individuals and organizations for eventual redeployment in Pacific theaters. The expression retraining will not be used.

7. Purpose of Redeployment Training: The purpose of redeployment training will be to recondition mentally and physically, individuals; to revitalize organizations; to provide additional instruction specifically applicable to operati ns against the Japanese; and thereafter, until redeployment is completed, to maintain high morale and combat efficiency.

8. The training Load and Schedules:

a. As of 1 November 1944 each continental command was provided by Headquarters AAF, with crew requirements for V-E Day projected for a 12 months period, for planning purposes, as well as its proportionate share of the redeployed unit load. This reflects the reduction in combat crew replacements and conversion to other type crews. Each command will be furnished its composite requiements as changes occur in the redeployment plan.

b. When notified by the War Department, CG, AAF, will direct a cut-back in training; current planned flows to domestic commands will be reduced except Very Heavy Bomber, Troop Carrier Command, and stations training for Pacific theaters. Surplus crews in AAF pipeline will be diverted to Very Heavy Bomber and other conversion programs.

c. Following arrival of a returning AAF unit in the United States, individuals of the unit who are in need of recuperation, rehabilitation and recovery will be granted simultaneously not to exceed thirty (30) days plus travel time for this purpose. The unit will go into training upon reassembly of the individuals at the time and station designated.

d. It has been recommended that the stated War Department policy of a minimum redeployment training period of eight (8) weeks be modified and elaborated since the AAF has to provide for conversion, rehabilitation and retraining of units and flight echelons staging through the United States prior to their redeployment to active theaters. It is realized that at the time redeployment commences, the demands of prosecuting the war against Japan may make it impossible to adhere to schedules and the training time may be shortened to meet operational requirements. The following schedules are proposed as the normal training schedules desired to be followed when redeployment commences:

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(1) For units and flight echelons redeployed through the United States, where no conversion is involved, three (3) months in the United States including the thirty (30) days plus travel time for recuperation, rehabilitation and recovery.

If in actual practice it develops that considerable personnel replacement is necessary during re-organization, the time provided above might not be sufficient. In connection with this schedule consideration should be given to the fact that considerable training in tactics and technique will be accomplished in the theater after the fall of Germany and prior to redeployment of the unit. Flight echelons should arrive in Pacific theaters at approximately the same time as the corresponding supporting ground echelon of a unit.

(2) For units to be converted to VHB, seven (7) months in the United States, including the thirty (30) days plus travel time for recuperation, rehabilitation, recovery. Extensive reorganization and conversion training is involved.

(3) For units converted to VLR (B-24 to C-54) four (4) months in the United States, including the thirty (30) days plus travel time for recuperation, rehabilitation, recovery.

9. Redeployment Training for Specific Type Units: All units earmarked for redeployment will begin redeployment training in the combat theater in which they are now active; ETO or MTO. Units scheduled for redeployment through Zone of Interior will continue and complete redeployment training in the Zone of Interior. The necessary maintenance service and supervising of training and staging rests upon the command to which the redeployed unit is assigned. Units scheduled for redeployment direct to Pacific theaters will conduct necessary redeployment training in the European theater to which they are now assigned. Since returning units are assumed to be combat trained and experienced, redeployment training will stress specialized training in phases peculiar to the Pacific theater. For specific type units or personnel, training may be given in one or more of the subjects enumerated, as required.

a. Fighter units:

(1) Transition training on new types of planes and equipment for both the pilot and maintenance personnel.

(2) Navigation training for all pilots particularly in use of radio compass.

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(3) Dive bombing and gunnery, including rockets.

(4) Operation of aircraft at extreme ranges, using external fuel tanks.

b. Bombardment Units:

(1) Precision over-water and celestial navigation; use of radio and radar.

(2) Take-offs and landings from sub-standard fields.

(3) Night flying, including Pathfinder operations by groups or larger units.

(4) Low altitude formation flying, including fixed and flexible gunnery and bombing for medium and light units.

(5) Operation of aircraft to extreme ranges.

(6) In converted units, transition training for both crews andmaintenance personnel on new types of aircraft and equipment. (A-26, B-29, B-32, etc.)

c. Troop Carrier Units:

(1) Training in aerial supply with and without aerial delivery containers, over all types terrain and on small targets.

(2) Training in short field landings and take-offs under full load conditions.

(3) Transition training on new types of aircraft and equipment.

(4) For bombardment units converted to long range transport units training as indicated in Combat Cargo Training Standards and for navigators training as indicated in Troop Carrier Training Standards.

(5) Night and bad weather flying, with use of all radio and radar aids.

d. Reconnaissance Units:

(1) Transition training for crews and maintenance personnel on new types aircraft and equipment, (F-11 & F-13).

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e. AAF Service Units:

(1) Attention is directed to policies outlined in AAF Letter 50-83, Subject: Training of Air Service Groups

(2) Service units will be reorganized in the theater and will receive redeployment training to the maximum extent possible before redeployment.

(3) Only Service Groups, Special, will be used in redeployment. These units will be obtained by the reorganization of Service Groups, Standard, and the disbandment of other miscellaneous service units. No additional Service Groups, Standard, will be activated.

(4) Service Groups, Special, returning to the continental United States for combined training, will be sent to bases at which tactical groups and Wings will be located. It will be assumed that unit training will have been accomplished in the theater. The continental Air Forces will be responsible for combined training of returned Service Groups, Special.

(5) Fillers and replacements will be furnished from the Zone of the Interior.

(6) All Service Groups will be trained by Air Technical Service Command as directed by Headquarters, Army Air Forces, except combined training for Service Groups, Special, provided in (3) above.

(7) Present existing Training Standards, modified in accordance with paragraph 4, b, and augmented as necessary, will be used to train units for redeployment.

f. Group, Wing or Higher Headquarters:

(1) On-the-job training in their respective units.

(2) A few graduates of C&GSS will be available for replacement assignments.

g. Joint Training with Ground Forces:

(1) Continuation of the II Tactical Air Command to furnish tactical Air Force cooperation with Ground

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Force units in maneuvers and to train redeployed tactical Air Force units in new methods and procedures, insofar as time permits.

(2) Cooperation with the Army Ground Forces in training; and the development and test of tactical Air Force methods, procedures and equipment.

(3) Development of the employment of the ground liaison officer system and the tactical control group.

h. Communications Training:

(1) Fungus proofing of communications equipments by maintenance personnel.

(2) Radio countermeasures and anti-jamming.

(3) Familiarization in cryptographic systems used in the Pacific theater.

(4) Radar operators, both ground and airborne will be familiarized with the appearance of weather fronts on the oscilloscope and the use of that information in forecasting weather.

(5) Maintenance and adjustment of spiral four equipments under hot, humid conditions.

(6) Line construction through jungle terrain.

(7) Familiarized with the H2X type equipment, Loran type equipment and Shoran for navigators and bombardiers.

(8) Amphibious operations for ground communications units.

10. Ground School Instruction: Instruction will be provided in those subjects listed under Paragraph 5 which are applicable to the unit in training. Training aids, including manuals, films, posters, pocket guides, and similar material are or will be available to cover the special subjects needed for ground school instruction for Pacific areas.

11. Orientation and War Zone Familiarization: Current progress of the war, current events of general interst, geographical and economic instruction concerning countries and peoples of the Pacific Area and the Orient will be presented to the troops and developed by discussion. A minimum of two hours per week orientation training will be included during normal training hours. For

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specific theaters, a series of War Zone Familiarization Manuals for the SWPA, POA, and CBI is being prepared, containing pertinent policies and procedures useful to each staff officer and crew member for any type unit which will assist him in becoming better acquainted with the local problems of the theater to which he is committed. In addition to those subjects of general application included in Paragraph 5, these manuals cover such items as the following:

a. History of the theater.

b. General information: Desirable items of personal equipment; living conditions, taboo subjects; jungle hints; trophies, personal security.

c. Administration: Theater organization; chain of command and supply; courier service; official mail; orders.

d. Finance: Theater procedures; rates of exchange; payment of per diem.

e. Personnel: Leaves and furloughs, rotation policy; awards and decorations; handling records.

f. Intelligence: Contact with natives; public relations.

g. Special Services: Source of supply; information and educational facilities; outdoor movies.

12. Location of Redeployment Training: The most desirable stations available will be utilized. After the primary considerations of suitable flying fields, favorable weather and adequacy of training facilities have been satisfied, every practicable effort will be made to assign returned units undergoing redeployment training to stations where housing is adequate and comfortable, recreational facilities and personal services are above average, and which are easily accessible to communities affording attractive opportunities for recreation and relaxation.

13. Wing Integrity: It will be the policy to assign groups under the same wing as in the theater, and to concentrate the wing elements geographically in the Zone of Interior as far as practicable. The Service Group Special with which the combat group was allied in the theater will be assigned to the same station in the Zone of the Interior.

14. Command, Staff and Instructor Personnel: Commanders of all echelons, staff officers and instructors of training units at training centers to which individuals are assigned for redeployment training will be selected insofar as possible from personnel who have had service in active combat theaters. The employment of expert instructors in highly technical or highly specialized subjects is authorized as an exemption to the foregoing requirements.

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15. Training Week: Training will be intensive and hard. It will be conducted with enthusiasm and soleness of purpose and the highest degree of discipline and precision will be demanded of all trainees. It is equally important that all personnel returned from combat theaters be afforded adequate time for recreation, mental relaxation, and renewal of contacts with normal American life. In order to provide a schedule properly balanced between essential training and equally essential mental reconditioning, the training week will be limited to five and a half (5½ days).

FOR THE COMMANDING GENERAL:

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Filed

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7 December 1944
FML:ibp:3036

MEMORANDUM FOR: Chief, Training Advisory Board

SUBJECT: Information for Consideration of Re-Survey of Post War Military Establishments

1. Reference is made to memorandum from Chief, Training Advisory Board, dated 1 December 1944, subject as above.

2. The training of personnel utilizing "on-the-job" training facilities presents many complications in estimating the ratio of overhead to trainees.

3. The following relationship of necessary permanent party personnel to trainees is considered to be one (1) to three (3).

4. It should be noted that the application of this ratio for service units will depend on such factors as:

a. The ratio of ASWAAF to AC in the post war Air Force troop basis.

b. The percentage of units utilizing universal military trainees that will serve in the continental United States.

c. A determination of the amount of SSN training to be accomplished by the Training Command and under "on-the-job" facilities.

JOS. F. DELANEY
Colonel, Air Corps
Deputy for Services Training

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ASSIST. CHIEF OF AIR STAFF, TRAINING
OFFICE OF THE DEPUTY FOR SERVICES TRAINING

ROUTING SLIP

ALL BRANCHES: ✓ DATE: 12/7/44

Colonel GORDON _____

Colonel DELANEY _____

Lt Col HEMPFLING _____

Mr. A. H. P. TAYLOR _____

Aircraft Services Br. [illegible] Finance Br. CAS

Chemical Br. BB Military Police Br. [illegible]

Communications Br. _____ Ordnance Br. [illegible]

Engineer Br. _____ Quartermaster Br. _____

Posted: _____

Circulate: _____
(Each Branch in turn, Initial & return)

Remarks & Recommendations: _____

Information: _____

Coordination: ✓

REMARKS:

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1 December 1944

MEMORANDUM FOR: Colonel Walker
Colonel Hackwith
Colonel Delaney
Lt. Col. Carpenter
Lt. Col. Herzog
Lt. Col. Fonda
Colonel Bond

SUBJECT: Information for Consideration of Re-Survey of Post War Military Establishments

1. Attached hereto is copy of comment 1 received from Chief, Special Projects, and comment 2, which is the answer made by this Office.

2. As noted in paragraph 1 of comment 2, a conference will be held on 6 December. This conference has been postponed in order to give your Division an opportunity to consider the problems involved and to prepare such data as will enable the conference to reach a final decision on the consideration presented in comment 1.

3. In view of the fact that various training requirements for the post war Air Force had been presented in the past and will be presented from time to time in connection with post war planning in the future, it is desired that applicable factors showing the relationship of necessary permanent party personnel to trainees for combat crew and ground positions be worked out. In this way, estimates may be given, based upon the number of persons to be trained in each category, without restudying the problem each time a different estimate of the number of trainees is given.

4. In view of the fact as noted in paragraph 7 of comment 1, that the information is requested for presentation to General Marshall, it is suggested that this matter receive your urgent attention.

PAUL C. ASHWORTH
Colonel, Air Corps
Chief, Training Advisory Board

1 Incl.
Comments 1 & 2, Rec

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Subject: Information for Consideration of Re-Survey of Postwar Military Establishments

AC/AS, Training 26 November 1944

Chief, Special Projects 1 SPX/ea/5322

1. For planning purposes the Army Air Forces has been directed to determine what would be the capabilities of a peacetime Air Force limited to 130,000 officers and men standing force, plus 23, 495 cadre strength for instruction and overhead in connection with Universal Military Training.

2. It is desired that you estimate how many trainees under a continuous 1-year period of Universal Military Training could be trained by the Army Air Forces with this force under its presently planned courses of training, including basic, technical and unit phases, taking into consideration the number of regular units required to conduct the unit training.

3. Under presently planned instruction as stated above, how many selected trainees could be trained in the 1-year period by Army Air Forces by using AGCT selection to permit savings in overhead and incidental costs so that the available funds could be utilized to produce only the trained reservists considered necessary?

4. If the training period were cut to 6 months, how many trainees could be given training and what training benefit would result to the Army Air Forces reserve?

5. If the period were cut to 3 months, what training would be given and what benefit would the Army Air Forces receive, and what numbers of trainees could be handled?

6. Assuming that the combat crew training for officers and certain enlisted specialists must be conducted outside Universal Military Training and within the regular peacetime Air Force establishment—assuming the force indicated above, how much of the regular establishment would have to be devoted to this training in order to produce enough combat crew members to balance the numbers of reservists being trained for other positions in the units? If the regular establishment would be insufficient to produce the numbers required, the combat crew components for how many units could be produced?

7. This information is desired as soon as possible, since the preliminary report for General Marshall is now being drafted to be augmented by 13 December 1944 by recommendations of the major commands.

/s/ G. P. Baker, Col. GSC
For and in the absence of:

P. THURSTON DAVISON
Colonel, Air Corps
Chief, Special Projects

cc: Col R C Moffat, AFAEP

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Information for Consideration of Re-Survey of Post War Military Establishments.

Chief, Special Projects 1 Dec 44

AC/AS, Training 2

CRB/vse/72915

1. Reference telephone conversation between Colonel Miller and Major Ryan, this paper is being returned for further discussion at a conference to be convened at 9:00 AM, 6 December, 1944, in room AC 120. It is understood that your office will arrange to have a representative of AC/AS, Plans, and any other offices involved present, in order to reach a final decision on the assumptions necessary in order to answer comment 1. Representatives from Individual and Unit Training Divisions of this office will be present.

2. It will be necessary to break down the personnel mentioned in paragraph 1 of comment 1 into the various types of units to be authorized Service Groups, Training Command, Proving Ground Command, AFSAT, and all other planned activities of the Post War Air Force. The training capacity of the Training Command will depend upon the authorized officer and enlisted strength of that Command. It is assumed that the unit training to be given universal trainees will be given as RTU training by the authorized units.

3. Reference paragraph 6, before consideration can be given to the capacity for universal military training, a determination must first be made of the replacement requirements for combat crew training for officers by crew positions and enlisted specialists by MOS, for maintenance of the regular peacetime Air Force establishment. Only after the above training requirements have been determined, can an estimate be made of the additional capacity which will be available for training universal trainees. It is understood from Colonel Miller that under paragraph 6, all trainees alloted the AAF under universal military training will be trained only in ground duties. For example, a trainee Radio-Operator-Mechanic (MOS) will receive both individual and unit training in the ground duties of MOS, but will not receive gunnery training.

4. Only by determining the factors mentioned above will it be possible to arrive at a percentage figure for the various categories of officer training and enlisted training by MOS, balancing this training with the peacetime establishment. The balance of training capacity after replacement individual and unit training for the regular establishment can then be allocated for universal military training and translated into numbers of trainees based upon the percentages decided upon. If the problem is reduced to this basis, the various periods mentioned in paragraphs 3, 4, and 5 can be considered, although it is submitted that the minimum of one year would be required, in order to derive worthwhile results from the plan. If the Air Forces were authorized to employ its established AGCT system as mentioned in paragraph 3, so as to secure only the selected trainees, such would naturally result in training economies and a better end product.

PAUL G. ASHWORTH
Colonel, Air Corps
Chief, Training Advisory Board

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MEMORANDUM FOR G-3, WAR DEPARTMENT GENERAL STAFF
(Attention: Colonel C. T. Arnett):

Subject: Army Air Forces Universal Military Training

1. Attached as Inclosure No. 1 is a proposed appendix to accompany proposed testimony of Assistant Chief of Staff, G-3, War Department General Staff, before the Woodrum Committee and Senate Military Affairs Committee, which outlines method of conducting Universal Military Training over a period of fifty-two (52) weeks by Army Air Forces.

2. For the purpose of the presentation mentioned above, this Headquarters has assumed the division of training time as outlined in proposed testimony by Assistant Chief of Staff, G-3, before Woodrum Committee and Senate Military Affairs Committee, entitled "Universal Military Training from a Training Standpoint, Including Description of the Training to be Executed."

3. For this Headquarters' comments on the paper mentioned in Par. 2 above, attention is invited to Memorandum for General Ray E. Porter, Assistant Chief of Staff, G-3, War Department General Staff, subject "Proposed Testimony by Assistant Chief of Staff, G-3, on Universal Military Training," dated 15 November 1944.

For the Commanding General, Army Air Forces:

1 Incl
Proposed Appendix B.

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PROPOSED APPENDIX B

Proposed Breakdown for 52 Weeks' Universal Military Training by Army Air Forces

1. Due to the complexity and high technical nature of the majority of the individual specialists assigned to Army Air Forces units, it would be impractical to form complete AAF units from Universal Military Trainees who will only be in the service 52 weeks. Rather than carry an entire unit through 52 weeks' training, a block of a thousand Army Air Forces Universal Military Trainees has been selected at random and carried through its Universal Military Training period. Below is an outline of the various types of instructions to be received by the trainees, broken down into five phases and carrying the personnel through Basic Training and Assignment, various phases of Technical Training, and finally through Unit and Operational Training.

I. FIRST PHASE—Basic Training and Assignment. Time required, minimum of nine (9) weeks.

a. Subjects:

(1) Reception, examination and classification
(2) Military courtesy and discipline; Articles of War
(3) Organization of the Army; uniforms and insignia
(4) Military sanitation, personal hygiene, and first aid
(5) Dismounted drill and ceremonies
(6) Physical training
(7) Equipment, clothing and tent pitching
(8) Use of the rations; individual cooking
(9) Marches and bivouacs; improvised shelter
(10) Protection of military information; military censorship
(11) Interior guard duty
(12) Extended order drills
(13) Chemical warfare training, individual
(14) Swimming and life-saving
(15) Concealment and camouflage, individual
(16) Rifle marksmanship
(17) Tests and reviews
(18) Map reading
(19) Revision of classification and assignment to arms and services

II. SECOND PHASE—Basic Technical Training. Time required, minimum of thirteen (13) weeks.

Into this phase will be entered approximately 86% of all trainees, the remaining 14% composed of personnel classified in Military Occupational

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Specialties not requiring formal technical school training will go directly to an AAF unit for on-the-job training. Of the 86% entered in the basic technical training phase, approximately 59% (or 51% of total intake) will receive technical training in such Military Occupational Specialties as require three to thirteen weeks of training. Typical specialties of this type are:

a. Cryptographer
b. Teletype Operator
c. Diesel Mechanic
d. Auto Equipment Operator
e. Aerial Gunner
f. Clerks
g. Weather Observer
h. Airplane Sheet Metal Worker
i. Basic portions of advanced specialties listed under the third phase

Upon completion of such training, the individuals would immediately be placed in an AAF unit for further on-the-job training and application of their MOS. All others entered into this phase would receive technical training in specialties requiring in excess of thirteen weeks, the completion of which would require an extension into the third or advanced technical training phase.

III. THIRD PHASE--Advanced Technical Training. Time required, minimum of thirteen (13) weeks.

In this phase, 27% of the 86% (or 35% of the total intake) entered into basic technical training would complete their advanced training in such typical specialties as Power Turret & Gunsight Mechanic, Bombsight Mechanic, Airplane & Engine Mechanic, Radio Mechanic, Radio Operator, and Airplane Mechanic Gunner. This is a continuation of the second phase as indicated in "i" above.

IV. FOURTH PHASE--Unit Training. Time required, minimum of six (6) weeks.

At the beginning of this phase all trainees will have completed basic and technical training and will have joined the AAF organizations with which they will complete both Phase IV and V training. Trainees will function as a team with other members of these units, applying the various technical skills in which they have received instruction during the previous three phases. Training during this period will consist of actual operations of tactical squadrons and groups presented through conferences,

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demonstrations, field exercises and critiques, and covering typical Bombardment, Fighter, Reconnaissance, Troop Carrier and Tactical Air Force problems. During this period combat crew members will actually fly on combat crews under simulated battle conditions, while the larger units are engaged in perfecting their proficiency in preparation for the operational training period. Individuals assigned to service units will perform their normal functions as a part of the unit in support of the combat echelon.

V. FIFTH PHASE--Operational Training. Time required, minimum of eight (8) weeks.

In general, this phase will provide a test as to the efficiency in actual operation of personnel trained in the four previous phases and will bring them in close cooperation with units of the Ground and Service Forces under simulated combat conditions. During this period Tactical Air Force units will cooperate directly with Ground Forces units while members of strategic and service units of the Air Forces will conduct exercises simulating operations peculiar to their mission in the Air Forces program. Coordinated exercises including combined fighter-bomber missions, long range overwater flights in large units, and actual cooperation with Ground Forces on maneuvers will be conducted to complete the indoctrination of the trainee and at the same time to insure the continued operational proficiency of the units utilizing Universal Military Trainees.

2. Attached as Tab A is a chart showing the functional breakdown of the training period and also a time schedule for the 52 weeks during which the Army Air Forces trainee will undergo training.

3. A total of three weeks has been allowed during the 52-week training period for accumulated travel time between phases and for processing-out time. For illustrative purposes this period is shown as occurring at the end of the 52-week period. It should be pointed out that this will be distributed throughout the program where it is necessary to move personnel from one station or unit to another.

4. The unit shown as "Cadre, Regular Army Air Force Unit" will consist of the minimum essential key personnel necessary to provide administrative supervision and on-the-job continuation training during the unit growth period of the cycle. Cadre type units will be present in all Army Air Forces organizations utilizing Universal Military Trainees.

1 Incl
Tab A--AAF Flow
Chart

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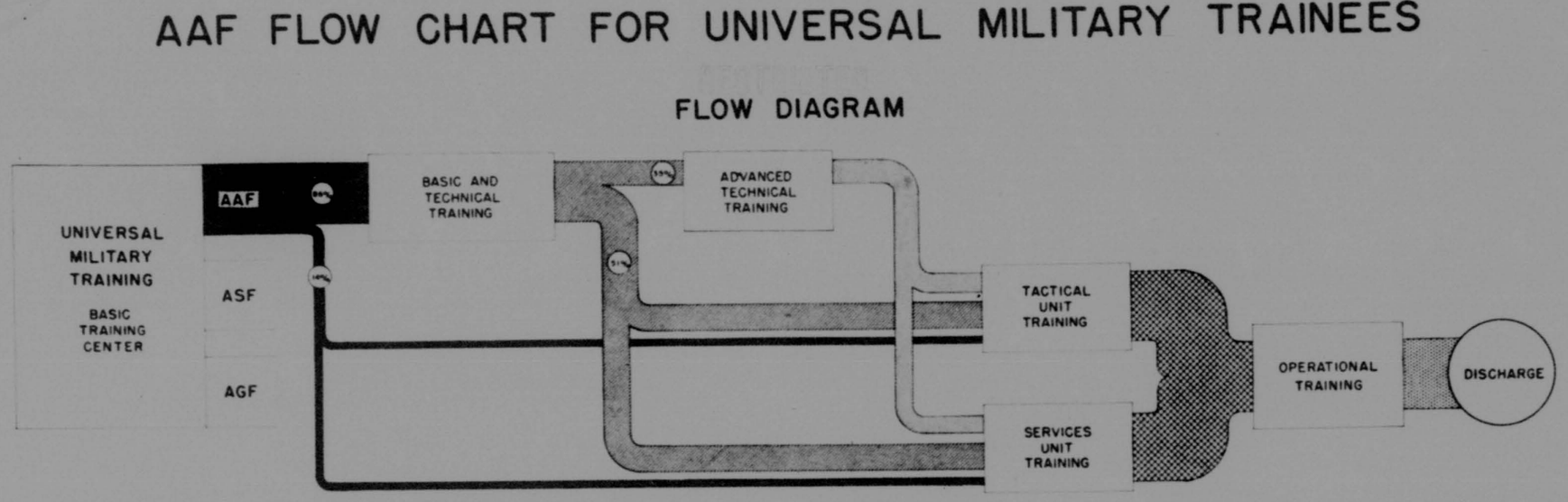
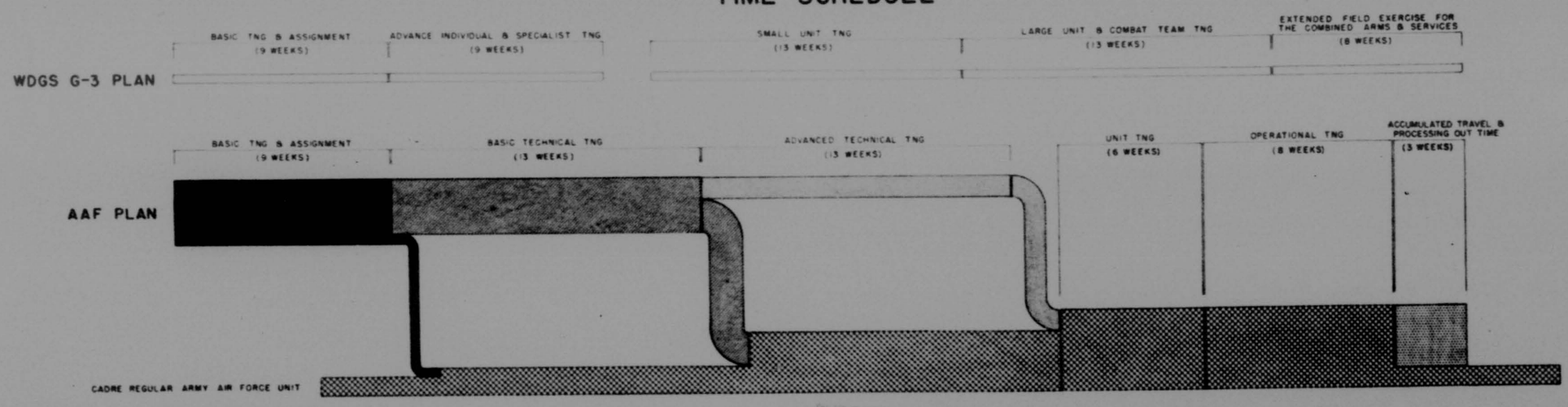
AAF FLOW CHART FOR UNIVERSAL MILITARY TRAINEES

FLOW DIAGRAM



TIME SCHEDULE



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WAR DEPARTMENT
The Adjutant General's Office
Washington 25, D.C.

AG 370.5 (24 Nov 44)OB-S-E-M CJM/er 2B-939 Pentagon

29 November 1944

SUBJECT: War Department Policies and Procedures Governing the Redeployment of the Army Upon Cessation of Hostilities in Europe.

TO: The Commanding Generals,
Army Air Forces
Army Ground Forces
Army Service Forces
The Commander-in-Chief,
Southwest Pacific Area
The Commanding Generals,
Theaters of Operations
Defense Commands
Alaskan Department
Northwest Service Command
Military District of Washington
Independent Base Commands

Inclosed for your information is a copy of "Policies and Procedures Governing the Redeployment of the Army Upon Cessation of Hostilities in Europe," Annex B,(Redeployment Movements).

By order of the Secretary of War:

Edward F. Witsell
EDWARD F. WITSELL
Brigadier General,
Acting The Adjutant General.

1 Incl.
As listed above.

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Ports of Embarkation;
Air Transport Command;
Commanding Officers, Ports of Embarkation;
Director, AAF - Air Technical Service Command;
Joint War Plans Committee;
Joint Logistics Plans Committee;
Chiefs of Technical Services;
Divisions of the War Department General Staff;
Divisions of the War Department Special Staff;
Deputy Chief of Staff for Service Commands;
Director of Plans and Operations, ASF

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POLICIES AND PROCEDURES GOVERNING THE REDEPLOYMENT OF THE ARMY UPON THE CESSATION OF HOSTILITIES IN EUROPE

ANNEX B

REDEPLOYMENT MOVEMENTS

INDEX

Section I General.
Section II Troops Under Overseas Movement Orders in the United States, at Ports, or En Route Overseas.
Section III Movements of Units Between Theaters (Except to the United States).
Section IV Units Returning to the United States for Redeployment.
Section V Inter-Theater Movement of Replacements and Individuals.

SECTION I

General

1. Purpose. The purpose of this directive is to revise and supplement existing procedures, and to establish such new procedures for the movement of troops, impedimenta, and accompanying supplies as will be required for redeployment of troops during the period of readjustment after the defeat of Germany.

2. Exclusions. The movements of elements of the Army for the purpose of inactivations or disbandment are specifically excluded from this directive, since they are covered in Readjustment Regulations 1-2 (RR 1-2). Likewise, the movement of troops from the United States to overseas commands (except as noted in Section II), and of individuals, including sick and wounded, returning to the United States are excluded, since procedures are contained in current War Department directives to which reference is made below.

3. References.

a. Reference is made to the following publications which are supplemented by provisions of this directive:

(1) AG 370.5 (23 Jun 43) OB-S-E-M, dated 30 June 1943, subject: Procedure Concerning the Movement of Troops Overseas.

(2) AG 370.5 (25 Jun 43) OB-S-SPMOT-E-M, dated 30 June 1943, subject: Assignment of Shipment Numbers to Overseas Commanders.

(3) Circular 9, WD, 1944, subject: Property Accounts and supply of Equipment of Units Returned from Oversea Commands or Deleted From Oversea Movement Orders.

(4) Circular 200, WD, 1944, subject: Supply of Clothing and Equipment to Enlisted Personnel Returning From Overseas, as amended.

b. Reference is also made to the following publications which relate to certain types of movements, but which are not changed by this directive:

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(1) Readjustment Regulations:

RR 1-1, Personnel Plan for Readjustment of Military Personnel After the Defeat of Germany.
RR 1-2 Procedure for Readjustment Movements.

(2) AG 370.5 (10 Aug 44) OB-S-SPMOT-M, dated 16 August 1944, subject: Procedure for Return of Individuals (Short Title: PRI).

(3) AG 704.11 (3 Jun 44) OB-S-E-SPMOT-M, dated 8 June 1944, subject: Procedure for Evacuation of Patients by Water or Air From Overseas Command.

4. Definitions.

a. Unit. Refers to a tactical organization, or an administrative and tactical organization.

b. Replacements. Refers to any type of replacement or filler personnel, except air combat crews. Replacements will move under group movement orders.

c. Individuals. Military personnel (not replacements) moving under individual travel orders.

d. Redeployment. Transfer of a unit deployed in an overseas theater to another theater for the purpose of further employment. Redeployment may be: Direct, from one theater to another; or, Indirect, through the United States (including transfer thereto to be part of the strategic reserve).

e. War Department Movement Directive. Instructions issued by the War Department authorizing or ordering movements for direct or indirect redeployment. Referred to herein as "WD M/D".

5. Security. Current security regulations remain in force and will govern security requirements in connection with all movements described herein.

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SECTION II

Troops Under overseas Movement Orders
in the United States, at Ports, or En Route Overseas

6. Disposition. At such time as hostilities may terminate in an overseas theater, the War Department will issue specific directives concerning the disposition of troops under overseas orders for movement to the theater concerned. In order to prepare for such directives, the following policies, applicable only to movements to theaters which have become inactive, are established:

a. Units under orders for movement overseas by water transportation, but still at home stations in the United States. Such units will remain at home station, continue their preparation for overseas movement, but will not be moved to ports of embarkation. Filling of shortages previously reported on initial and supplemental lists will be suspended. Any necessary reequipping of those units for service in another theater will be done at home station, based upon amendments to published War Department movement orders. Calls to ports of embarkation will be suspended pending instructions to be issued by the War Department. Equipment needed for continuation of training only may be unpacked unless contrary instructions are received from the War Department.

b. Units at ports of embarkation (later). Such units will remain at ports of embarkation until released by War Department directive for continuation of movement to the overseas theater for which they were originally intended, or until removed by War Department order from port of embarkation to a station within the United States designated by the major command concerned for reequipping pending shipment to another theater. Supplies and equipment of such units will be held for these units at the port of embarkation or at a holding and reconsignment point pending further instructions by the War Department. Units already loaded aboard vessels which, however, have not yet cleared from the port will be considered as being "at the port" within the meaning of this paragraph, and the above provisions will apply to such units.

c. Units en route by water transportation to an overseas theater. Such units may be recalled or be rerouted or continue their overseas movement to the overseas theater of destination. Instructions concerning their disposition will be issued by the War Department to the Commanding General, Army Service Forces. Supplies and equipment for such units not yet shipped from United States ports after the departure of the units will be held at those ports pending instructions to be issued by the War Department.

d. Units moving overseas by air transportation. Units under overseas orders but still at home station, and units already at ports of aerial embarkation will be held, pending receipt of instructions from the War Department as to disposition. Those units which have departed from the United States by air transportation will complete their overseas movement.

e. Replacements and individuals moving overseas. The movement

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of replacements and individuals under orders for movement overseas by water or air transportation will be governed by the policies enunciated in a, b, c, and d above. Air combat crews which have departed by air from the United States will continue their movement unless otherwise directed by the Commanding General, Army Air Forces.

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SECTION III

Movements of Units Between Theaters (Except to the United States)

7. General. Movements between two overseas theaters for the purpose of redeployment will be directed by the War Department. The WD M/D will normally be accompanied by or will make reference to an inclosure (Inclosure No. 1), which will cover standard and general instructions for preparation and movement. Movement orders will be prepared by the commanding general of the theater of origin to implement the provisions of WD M/D and Inclosure No. 1.

8. Basic Provisions of the WD Movement Directive.

a. Movements by air. For movement of flight echelon of T/O units in the organic aircraft of the unit concerned, and for movement by air of units in aircraft furnished by the Commanding General, Air Transport Command, the WD M/D will contain:

(1) Units, T/Os, and strength.

(2) Shipment numbers and letters. Four-digit shipment numbers, preceded by the letter "R", will be used.

(3) Date by which unit will be prepared for movement.

(4) Destination.

(5) Immunizations applicable to the theater of destination and theaters traversed en route.

(6) Reference to appropriate loading directives.

(7) Clothing and equipment requirements.

(8) Strength of unit (air) in aircraft and crews.

b. Movements by water. For movements by water, the WD M/D will prescribe the basic elements involved. If the movement involves a combination of movement by air and water, as will normally be the case with those movements indicated in a above, the WD M/D will prescribe the necessary provisions for coordination of movement by airborne and waterborne elements respectively. In the case of a movement by water only, the following will be covered in the WD M/D:

(1) Designation, T/Os, and strength of units to move.

(2) Shipment numbers and letters assigned to these units. Four-digit shipment numbers, preceded by the letter "R", will be used.

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(3) Provisions for permanent or temporary change of station.

(4) Method of movement.

(5) Disposition of mail.

(6) Immunizations applicable to the theater of final destination, and to theaters traversed enroute.

(7) Clothing and equipment, including prescription of appropriate tables covering organizational equipment of the units concerned and any necessary modifications of these tables.

(8) Supplies to be shipped with the movement by the commanding general of the theater of origin, by continental United States agencies, or to be furnished by the commanding general of the theater of final destination.

(9) Approximate dates for movement.

(10) Special instructions to the commanding general of the theater of origin.

(11) Action (if any) by agencies in the United States in regard to supply and shortages of equipment.

(12) Other general instructions, as may be required in specific movements.

(13) In addition, the War Department will furnish the commanding general of the theater of origin, information of the destination of the shipment, by separate secret action.

9. Responsibilities.

a. The commanding general, theater of origin, will:

(1) Clear units of all personnel affected by the following procedures:

(a) The disposition of personnel who most nearly meet the standards for nonessentiality, or personnel eligible for early return to the United States, in accordance with the provisions of RR-1-1 (War Department Readjustment Regulations).

(b) Disposition of sick, disaffected and otherwise unqualified personnel as prescribed in Inclosure No. 1 to WD M/D.

(2) Fill units to authorized T/O strength, plus two (2) per cent overstrength. Army Air Forces tactical units are additionally authorized up to one hundred (100) per cent overstrength in air crews moving by air.

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(3) Prepare all personnel of units designated for overseas movement.

(4) Furnish clothing and individual equipment for all units as prescribed in TD M/D.

(5) Furnish organizational equipment for the movement in accordance with the provisions of appropriate equipment tables as indicated in, and as modified by, the TD M/D, and ship such equipment with troops or separately as provided in the TD M/D.

(6) Superintend the packing, marking and shipment of organizational equipment to accompany units, in accordance with separate War Department instructions to be issued on this subject.

(7) Furnish supplies in accordance with the proper level authorized for movement to final destination as indicated in the TD M/D.

(8) Report to the commanding general of final destination any shortages of personnel which cannot be filled in the theater, indicating, in case of personnel report, the proper branches, SSNs, grades, and numbers needed, and furnish copies of these reports to the War Department.

(9) Prepare and distribute Theater Shortage List covering organizational equipment not available in his theater, as prescribed in separate instructions on this subject (See Inclosure No. 1 herewith).

(10) Prepare and distribute personnel and equipment status reports prescribed by the War Department. (Report forms and distribution are attached as Inclosure No. 2 herewith).

(11) Arrange for the staging of the unit and its delivery at shipside or other location designated by the Theater Commander, to the Commanding General, Army Service Forces (Chief of Transportation), for water movement to final destination. Arrange for delivery of flight echelons to the Commanding General, Army Air Forces (Air Transport Command) at ports of aerial embarkation.

(12) Make appropriate provisions to insure the security of the movement.

(13) Prepare necessary movement orders, in accordance with the provisions of the basic TD M/D.

(14) Where appropriate, arrange for the shipment to the continental United States of a limited amount of personal baggage of individuals in units moving to further overseas destination, as authorized by the theater commander, and in accordance with instructions contained in TD letter, AG 524 (18 Aug 44)OB-S-SPMOT-M, dated 29 August 1944, subject: Processing of Baggage From Overseas.

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(15) Report by radio to The Adjutant General, Operations Branch (OB-I); to the destination theater commander; and to the intermediate theater commander (if the movement is by water and the vessel will call at an intermediate port), not later than twenty-four (24) hours after the departure of the units, the following information:

Shipment numbers and letters of the units
*Total number of officers and enlisted personnel by unit
Date of departure
Port serial number currently assigned to the vessel or designation of aircraft (as appropriate)
Expected date of arrival at an intermediate port (if any) and at destination

*Note: Number of any female or negro officers and enlisted personnel will be indicated.

(16) For AAF units, report to the Commanding General, Army Air Forces (Statistical Control Division), within twenty-four (24) hours after departure, final personnel status in the same form and manner as the standard Statistical Control Personnel Status Report for that theater or air force.

b. The commanding general, theater of destination, will:

(1) Coordinate priority requests for units with the War Department (Assistant Chief of Staff, Operations Division, War Department General Staff). These requests will be based on monthly requirements and will be submitted as far in advance as possible.

(2) Furnish the War Department with requests for any necessary modifications or changes in normal T/O&E or SLoE of units required to meet the special conditions in the region of their intended operations.

(3) Recommend to the War Department the desired point of debarkation for each unit within the theater of final destination.

(4) Report to The Adjutant General, Operations Branch (OB-I); to the commanding general, theater of origin; and to the commanding general of the intermediate theater (if the vessel called at a port in any intermediate theater):

Shipment numbers and letters of the units
*Total number of officers and enlisted men by unit
Date of arrival
Port serial number currently assigned to the vessel or designation of aircraft (as appropriate)

*Note: Number of any female or negro officers and enlisted personnel will be indicated.

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(5) Furnish such supplies and equipment for units moving to his theater, as may be directed by the provisions of the TD M/D.

c. Commanding generals, all intermediate bases or area commands, will:

(1) Take such necessary action as may be directed by appropriate TD M/D in regard to supply and equipment of units en route to further overseas destination through their bases or areas.

(2) Furnish necessary provisions which may be needed by units in transit.

(3) Report to The Adjutant General, Operations Branch (OD-I); to the commanding general of theater of origin; and to the commanding general of final destination, for ships carrying units moving under TD M/D:

Port serial number of vessel or aircraft designation
Date of arrival and departure
Estimated arrival time at destination
Any change in strength of the units upon departure from the intermediate port of call

d. Commanding General, Army Service Forces, will:

(1) Be responsible for furnishing shortages of Army Service Forces procured clothing and equipment in accordance with the provisions of the TD M/D.

(2) Prepare supply and movement portions of TD M/D.

(3) Assign appropriate four-digit shipment numbers for movements by air and water.

(4) Furnish necessary transportation for water movement, as provided in appropriate TD M/D, and coordinate the movement with the commanding general, theater of origin.

e. Commanding General, Army Air Forces, will:

(1) When the TD M/D and/or the movement orders of the commanding general, theater of origin, prescribe movement by air, furnish necessary air transportation for unit detachments and airborne elements. He will also control the movement to ultimate overseas destination of all movements of flight echelons of T/O units for which movement in organic aircraft of the unit concerned is prescribed.

(2) Fill shortages of Army Air Forces procured and issued equipment, in accordance with appropriate provisions of the TD M/D.

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(3) Prepare loading plans for those types of combat aircraft likely to move to further overseas destination under their own power. Plans will cover each intended theater of ultimate destination and will be furnished to the theater of origin and the respective commanders of theaters of final destination.

(4) Prepare, in conjunction with the Commanding General, Army Service Forces, appropriate clothing and equipment charts to cover personnel moving by air for each theater of final destination and furnish such charts to the commanding general, theater of origin, and each theater of final destination concerned.

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SECTION IV

Units Returning to the United States for Redeployment

10. Application.

a. The provisions of this section apply to units authorized or directed by the War Department to be returned to the United States for rehabilitation, reconditioning or conversion preliminary to redeployment. Units which have been placed in Category IV (as prescribed in RR 1-1) and are ordered by the War Department to be returned for inactivation or disbandment will be moved in accordance with the provisions of Readjustment Regulations 1-2 (RR 1-2).

b. The procedure for handling of units as provided in this section may be directed in specific cases by the War Department, prior to the cessation of hostilities in Europe. Any required modifications will be announced at the appropriate time.

11. Objective.

a. There are two principal purposes for returning units to the United States for redeployment: first, to permit the major command to which the unit will be assigned in the United States an opportunity to prepare and recondition the unit for its further service; and second, to permit the rehabilitation, recovery and recuperation of personnel in the unit.

b. To achieve these purposes, it is necessary for all concerned with the movement of these units to expedite their actions so that valuable time will not be lost.

c. It is also essential, particularly in overseas commands, that unit commanders and unit personnel be fully informed regarding both purposes All personnel of such units must be informed that, except for exceptional cases as required by military necessity, the War Department will authorize their being ordered, at Government expense, to travel to their homes or other designated place in the United States for a period of recuperation (not to exceed thirty (30) days). These individual trips normally will be authorized only after the unit reaches its first (intermediate) station in the United States, designated by the Major Command concerned.

d. The procedures outlined below are intended to govern the majority of units returning to the United States for redeployment. It is anticipated that operational requirements will affect certain units; however, and in such cases special arrangements will be made by the War Department and the major command concerned.

12. Procedures for Movement.

a. At Overseas point of origin. After receipt of the WD M/D

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for return of a unit for redeployment, overseas commanders will assign a five (5) digit shipment number and letter to the unit, as prescribed in the letter referred to in paragraph 3a(2) above, and will comply with the other pertinent provisions of reference letter, except as modified below:

(1) Orders will state that "movement of the unit to the United States is for the purpose of rehabilitation and further service."

(2) Personnel who most nearly meet the standards for non-essentially, or personnel eligible for early return to the United States will be removed from the unit and disposed of in accordance with Readjustment Regulations 1-1 and 1-2. The unit will then be filled to T/O strength plus ten (10) per cent overstrength from sources of personnel under the control of the theater commander. Army Air Forces Tactical units are authorized up to one hundred (100) per cent overstrength in air crews returning by air.

(3) Personnel in the unit will be returned with individual clothing and equipment authorized by, and within allowances stated in Circular 200, WD, 1944, as amended by Section IV, Circular 298, WD, 1944.

(4) Organizational equipment, except as noted below, will not be returned with the unit, but will be turned in to the agency designated by the overseas commander in accordance with separate War Department instructions on this subject. The only organizational equipment authorized to accompany the unit is that which is essential to maintain the integrity of the unit while intransit to new intermediate station in the United States. The following items normally will be included as minimum essential equipment:

(a) Organizational equipment, including arms, normally issued to individuals within allowances prescribed in the T/E or T/O&E applicable to the unit.

(b) Additional items of organizational equipment, if prescribed in the appropriate equipment table, as follows:

Bag, money, leather
Case, brief, leather
Case, canvas, dispatch
Chest, medical, 1 and 2 (optional)
Chest, record, fiber
Colors, standards, and guidons
Desk, field, fiber
Kit, barber, w/case
Kit, dental (officers; privates)
Kit, medical (officers; NCO; privates)
Machine, computing (listing and non-listing)
Machine, duplication (spirit or stencil process)

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Machine, paper fastening, wire staples
Outfits, chaplain
Perforator
Rule, office, 18"
Safe, field, key lock
seal, official
Selector, qualification card
Sharpener, office pencil
Sling, color, web, od
Stamp, rubber, official
Stamp, time-recording
Stylus, modium loop
Typewriters, portable and non-portable.

(c) Expendables, based upon a maximum of two (2) pounds per man, including such items as blank forms, envelopes, pencils, paper and C and P materials.

(5) Items of organizational equipment required for training will be shipped when prescribed by the WD M/D, or as directed by the War Department in separate instructions.

(6) The systems of equipment and clothing records established in Circulars 9 and 200, WD, 1944, will be employed by the unit.

(7) The provisions of WD letter, AG 524 (18 Aug 44) OB-S-SPMOT-M, 29 August 1944, subject: Processing of Baggage From Overseas, will govern the processing of all personnal baggage returned with the unit.

(8) Prior to embarkation overseas, the provisions of Circular 335, WD, 1944, Inspection and Customs Clearance of Baggage, will be complied with.

(9) Action to prevent the dissemination of communicable diseases will be taken in accordance with the provisions of paragraph 17, RR 1-2.

(10) The overseas commander will prepare and distribute personnel and equipment status reports. (Report forms and distribution are attached as Inclosure No. 2 herewith).

(11) Notifications.

(a) At the earliest practicable date after receipt of the WD M/D for return of a unit, the overseas commander will inform The Adjutant General, Operations Branch (OB-I) by radio as follows:

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Shipment number and letter assigned to the unit
Approximate strength at which unit will return
Estimated date of departure
Scheduled US water or air port of embarkation (if known)

(b) No later than twenty-four (24) hours before departure of a unit by air or water, the overseas commander will forward by air mail or air courier (whichever is faster) to the major command in the United States to which the unit is to be assigned, a roster containing the name of the unit and the name, rank, serial number and point to which individuals wish to go for purposes or recuperation. This desired place will normally be the home or other address designated by the individuals. This communication will be sent, as appropriate, to the Commanding General, Army Service Forces (Troop Units Branch), Commanding General, Army Air Forces (Operations, Commitments, and Requirements Division), Commanding General, Army Ground Forces (G-3, Task Force Section).

(c) No later than twenty-four (24) hours after sailing of each vessel, or departure of aircraft, the overseas commander will report by radio (book message) to the United States port at which debarkation is scheduled and to The Adjutant General, Operations Branch (OB-I), as follows:

Shipment number and letter of the unit
Actual number of officers and enlisted personnel (indicating number of negro or of female officers or enlisted personnel included in the total strengthh)
Date of departure
Current US port serial number assigned to the vessel or designation of aircraft.

Note: In the case of air movements, the notification above will not be sent to the port commander in the United States but will instead be sent to the Commanding General, Air Transport Command. This notification will be sent before departure of aircraft if possible.

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b. Instructions to U. S. ports of embarkation. After receipt of the notification required in (a) and (c) above, the War Department will issue instructions to ports of debarkation for movement of personnel from ports to new intermediate stations selected by the major command concerned.

c. At US port of entry. Upon arrival of the unit at the air or water port, the port commander concerned is responsible for its immediate processing, and movement to the intermediate station named in the War Department movement order issued to port commanders. The following instructions apply in each case unless changed by the War Department movement orders:

(1) Upon receipt of radio notification of departure of the unit from overseas, the US port commander will immediately notify the commander of the intermediate station and the commanding general of the major command concerned to which the unit is to be moved, by the most expeditious means of communication, as to the shipment number and letter of the unit, total strength of officers and enlisted personnel, number of negro and of female officer and enlisted personnel included in such total, and the estimated date of arrival at the intermediate station. This notification will be corrected by subsequent message, if the port ascertains that a change in date of arrival of the unit at the port will cause a twenty-four (24) or more hour change in the estimated date of arrival at intermediate station.

(2) Reception and processing of the unit by the port will be conducted as expeditiously as possible in order that the unit may be moved promptly to its intermediate station. Processing will include:

(a) Physical inspection and other measures necessary for prevention of disease. These include medical care, hospitalization, restriction of movements of individuals believed to be suffering from communicable (including quarantinable) diseases, and disinfestation of personnel and baggage when necessary. Upon arrival of a vessel, the ship surgeon will turn over to the transport commander and to the port surgeon a certificate which includes the statements contained in paragraph 25, RR 1-2. Further medical processing may be governed by the procedures outlined in RR 1-2.

(b) Customs inspections, where necessary, as prescribed in Circular 335, WD, 1944.

(3) The unit will be kept intact at the port. Leaves of absence, furloughs, passes or delays en route will not be authorized, except for obvious emergencies. The provisions of Circular 280, WD, 1944, will apply to such individuals, as may be hospitalized at the port.

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(4) Whenever possible, organizational equipment arriving with the unit will be moved with the unit to intermediate station. Equipment arriving subsequently will be shipped to the intermediate or to another station (if stipulated in the movement order issued to the port), marked either with the unit designation or the shipment number and letter, In general, hold baggage of unit personnel will be moved with the unit.

(5) Procedure for movement of the unit to intermediate station will conform to Circulars 229, WD, 1943, and 358, WD, 1944.

(6) When the time of rail movement from the port is firmly established, the port commander will immediately advise the intermediate station commander and major command concerned, by the most expeditious means of communication, as to the shipment number and letter of the unit, total strength of officers and enlisted personnel, number of negro and of female officer and enlisted personnel included in such total, the estimated date and time of arrival, and the main number (or delivering carrier if travel is not under main number).

d. At intermediate station in the United States.

(1) Upon arrival of the unit at an intermediate US station, the major command concerned is authorized to order all personnel of the unit to their homes or other designated places for purpose of recuperation, recovery and rehabilitation for a period not to exceed thirty (30) days, plus travel time, and to report back to the same station, or to another station, upon completion of this thirty (30) day period, Such period of recuperation will not be chargeable against the individual's accrued leave or furlough. The recuperation, however, will be considered as satisfying the provisions of paragraph 9c of POM (Second Edition), provided the recuperation period occurs within six (6) months of the time when a unit moves to a port of embarkation for overseas movement. Orders issued to officers and enlisted personnel will include a statement substantially as given below:

(a) For Officers:

"Captain Ralph N. Smith 0-22222, CE, having been returned to the US for recuperation, recovery and rehabilitation, will proceed from (name of intermediate station) to (home or other point designated) in connection with recuperation and then return to (name of intermediate station) (or proceed to (name of another station)). Upon arrival at (home or other point designated) Captain Smith will be granted thirty days for recuperation. Upon expiration of that period he will resume compliance with this order and return to this section (or proceed to (name of another station))., reporting not later than (date) to (name of organization), TNT TDN (Allotment chargeable). The

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provisions of Circular 260, WD, 1944, will apply for [period of travel only between (name of intermediate station) and his (home or point designated) and return (or travel to (name of another station)]7. They do not apply to the period of recuperation. This is a temporary change of station".

(b) For Enlisted Personnel.

"Staff Sergeant William K. Doe ASN 345678902, having been returned to the US for recuperation, recovery and rehabilitation, will proceed from (name of intermediate station) to (home or other point designated) in connection with recuperation and return to (name of intermediate station) (or proceed to (name of another station)). Upon arrival at (home or other point designated) Staff Sergeant Doe will be granted thirty days for recuperation. Upon expiration of that period he will resume compliance with this order and return to this station (or proceed to (name of another station)), reporting not later than (date) to (name of organization). The Finance Department will pay, in advance, the prescribed monetary allowance in lieu of rations at the rate of _____ dollars per day for ___ days for one man (or) in accordance with AR 30-2215, the Quartermaster Corps will issue ___ meal tickets to Staff Sergeant Doe for ___ days. TNT TDN (allotment chargeable). Neither monetary allowance nor meal tickets will be prescribed for the period of recuperation. Soldier will be reimbursed for the period of recuperation at the rate of the "furlough ration" upon arrival at (name of station). This is a temporary change of station".

(2) Before departure for their homes or other designated places for recuperation period, personnel will be examined in accordance with the provisions of TB MED [illegible], 3 January 1944, subject: Medical Procedures to be Followed at Reception Stations or Other Designated Facilities for troops Returning from Foreign Duty.

(3) Prior to departure from the intermediate station, individuals will be informed that in the event of loss of tickets, which have been furnished for transportation to the New station or return to the intermediate station, or in the event of inability to procure actual transportation, that they may obtain both tickets and/or transportation by reporting to the nearest post, camp, station, or recruiting station of the army and by presenting proper orders. The individuals will be further informed that the provisions of paragraph 23b, AR 55-120, as amended by Change No. 10, will apply wherein the cost of any substitute transportation is normally deducted from the individual's subsequent pay.

(4) The major commands are responsible that the necessary instructions are issued to all interested agencies, including post, camp, station and recruiting station commanders, to implement the provisions of paragraph 12d (3) above. Existing regulation governing individual travel, including especially Circular 229, WD 1943, will apply. It is essential that these local commanders to whom these individuals may report for assistance, be directed to furnish the tickets and/or transportation as indicated herein.

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SECTION V

Inter-Theater Movement of Replacements and Individuals

13. General.

a. Movements of replacements between two theater s will be directed by the War Department. From personnel under their jurisdiction reported as available as contemplated under the provisions of paragraph 10a(3), WD Readjustment Regulation 1-1 (RR 1-1), overseas commanders will select and move personnel in accordance with instructions contained in WD M/D. To implement the provisions of WD M/D, movement orders will be prepared by the commanding general of the theater of origin. Shipment numbers and letters will be assigned to each shipment of replacements.

b. Individuals will be moved under a separate procedure, described in paragraph 16 below.

14. Basic Provisions of the WD M/D. For the inter-theater movement of replacements, instructions as follows will be included in the WD M/D:

a. Overseas destination to which personnel will be shipped.

b. Number of requisition on which personnel was requested.

c. Personnel to be shipped.

d. Method of movement.

e. Disposition of mail.

f. Immunizations applicable to the theater of final destination, and to theaters traversed en route.

g. Clothing and equipment to be taken.

h. Dates for movement.

i. General and special instructions to the commanding general of the theater of origin as may be required in specific movements.

15. Responsibilities.

a. The commanding general, theater of origin, will:

(1) Select personnel for transfer to other theaters as required by WD M/D. To assist in selecting personnel for an inter-theater shipment, the current rate tables for the appropriate theaters will be furnished by the War Department, indicating proportions by MOS for each arm or service to be used in bulk shipments of replacements. When these tables are not applicable, the WD M/D will list personnel required.

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(2) Prepare all personnel selected for overseas movement in accordance with the provisions of Preparation for Oversea Movement of Individual Replacements from Overseas Commands (Inclosure No. 3).

(3) Organize each shipment of replacements to be moved by water transportation in accordance with paragraph 6, Circular 317, WD, 1944, and assign a five-digit shipment number from the inter-theater column in the list of shipment numbers contained in paragraph 2a, letter, AG 370.5 (25 Jun 43) OB-S-SPMOT-E-M, 30 June 1943, subject: Assignment of Shipment Numbers to Overseas Commanders, as amended.

(4) Issue orders for movement of replacements in accordance with the provisions of the basic WD M/D. Replacements will be referred to in orders by shipment numbers.

(5) Notify by radio, at the earliest practicable date, The Adjutant General (Attention: SPGAR) and the commanding general of the theater of destination, of:

(a) Shipment Number assigned.

(b) Number of replacements in each shipment by color, arm or service and type of officers and enlisted personnel.

(c) Reference to WD M/D and requistion number.

(d) Approximate date of departure and estimated date of arrival.

(6) Arrange for the staging of the personnel and their delivery to the Commanding General, Army Service Forces (Chief of Transportation) for movement by water, or the Commanding General, Army Air Forces (Air Transport Command) for movement by air, to final destination.

(7) Make appropriate provisions to insure the security of the movement.

(8) Arrange for the shipment to the Continental United States of a limited amount of personal baggage of individuals in casual shipments moving to further overseas destination, as authorized by the theater commander, and in accordance with instructions contained in WD letter, AG 524 (18 Aug 44) OB-S-SPMOT-M, 28 August 1944, subject: Processing of Baggage From Overseas.

(9) Not later than twenty-four (24) hours after the departure of each shipment by water, report by radio to The Adjutant General, Operations Branch (OB-I); to the destination theater commander; and to the intermediate theater commander (if the vessel will call at an intermediate port), the following information:

Shipment numbers assigned
*Total number of officer and enlisted replacements in each shipment

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Reference to proper WD M/D and number of requistion for which personnel is being shipped
Date of departure
Expected date of arrival at an intermediate port (if any) and at destination.

*Note: Number of any female or negro officers and enlisted personnel will be indicated.

(10) If shipment is by air, report not later than twelve (12) hours after departure, by radio the The Adjutant General, Operations Branch (OB-I) and to the destination theater commander, the following information:

Names of replacements
Reference to proper WD M/D and number of requisition for which personnel is being shipped
Date of departure
Expected date of arrival at intermediate port (if any) and at destination.

b. Commanding generals, all intermediate bases or area commands, will report to The Adjutant General, Operations Branch (OB-I); to the commanding general of theater of origin; and to the commanding general of theater of final destination for ships carrying replacements moving under WD M/D:

(1) Port serial number.

(2) Date of arrival and departure.

(3) Estimated arrival at destination.

(4) Any change in strength of the personnel upon departure from the intermediate port of call.

c. The commanding general, theater of destination, will:

(1) Coordinate priority requests for shipment of replacements with the War Department (Assistant Chief of Staff for Operations, WDGS).

(2) Recommend to the War Department the desired point of debarkation within the theater.

(3) Report to The Adjutant General, Operations Branch (OB-I); to the commanding general of theater of origin; and to the commanding general of the intermediate theater (if the vessel or aircraft called at a port in any intermediate theater), information contained in paragraphs 15a(9) and (10) above, furnishing the date of arrival of shipments in his theater in lieu of "expected date of arrival at destination".

d. Commanding General, Army Service Forces, will:

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(1) Furnish movement portions of WD M/D.

(2) Furnish necessary transportation for water movement, as provided in WD M/D, and coordinate the movement with the commanding general of theater of origin.

c. Commanding General, Army Air Forces, will:

(1) When the WD M/D and/or the movement order of the commanding general of theater of origin, prescribe movement by air, furnish necessary air transportation for replacements.

(2) Prepare, in conjunction with the Commanding General, Army Service Forces, appropriate clothing and equipment charts to cover personnel moving by air for each theater of final destination and furnish such charts to the commanding general of theater of origin and each theater of final destination concerned.

16. Individuals.

a. Theater commanders will issue the necessary orders for the inter-theater movement of individuals, including civilians, under specific directives of the War Department or under general policies to be established by the War Department.

b. Orders issued by theater commanders may be either individual travel orders, wherein the personnel are moved by name, or by group orders comparable to those for replacements (see paragraph 14 above), to which five-digit shipment numbers and letters will be assigned. In the latter case, however, use of the shipment number and letter is for purposes of identification during movement and therfore does not replace individual orders required in specific instances.

c. Reports will be made as indicated in paragraphs 15a (9) and (10), 15b, and 15c (3) above.

d. Direct communication is authorized between theater commanders concerned in regard to transfer of personnel for temporary duty. Movement will not be made, however, until War Department approval is obtained.

3 Incls.:
#1 - Redeployment Movements (Standard instructions for preparation and movement)
#2 - Redeployment Movements (Status reports)
#3 - Redeployment Movements (Preparation of replacements for overseas movement)

(Inclosures to be furnished later.)

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(Charts & Graphs)

June 1945.

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CONTENTS.

Distribution of Ordnance Class II Ordnance Supplies (Except Motor Vehicles) Within the FEAF.

Allocation of Administrative Functions within the AAF in the Far East.

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Ordnance Activities, 54th Air Service Group	Feb1944-Aug.1945
Outline History & War Diary, 2011th Ordnance Maintenance Co. AF.	Jan.-Feb.-Mar.1946
Outline History & War Diary, 1920th Ordnance Ammunition Co. (Avn.)	Jan.1946
Ordnance Diary ETO.	May 1941-Sept.1945.
Report on the ROll-Up of Air Force Ammunition in the SWPA.	

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CONTENTS.

Aerial Gunnery and Machine Gun History.
(Notes on Lecture by Major F. F. Reed)

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ORDNANCE in the Mediterranean Theatre of Operations.
(North Africa - Sicily - Italy - Sardinia -
Corsica - Southern France)
Nov. 1942 - June 1945.

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History of Aviation Ordnance,
in the Eleventh Air Force.

Ordnance Operations - VII Fighter Command.
Aug. 1940 - Aug. 1943.

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Wings At War Series No. 4
"Airborne Assault on Holland"

Wings At War Series No. 5
Air-Ground Teamwork on The Western Front".

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CONTENTS.

Wings at War Series No. 6,
"The AAF in Northwest Africa"

Condensed Analysis of the Ninth Air Force
in the European Theatre of Operations.

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Army Air Forces "Materiel Demobilization
for V - J DAY.

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Report No. 15,
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Booklets Nos. I - II - III - IV - V.

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"Ammunition & Bomb Supply"

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HISTORICAL RECORD - MACK TRUCKS - WORLD WAR II.

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Correspondence, GHQ, Air Force, Office of the Ordnance Officer, Langley Field, Va.	1937.
Monthly Report of Operations - Headquarters, GHQ, Air Force, Office of the Ordnance Officer, Langley Field, Va.	Sept. 1935-Jan. 1938.
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MAY 1944
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AFAEP
POST WAR DIVISION
Rm. 3-D-130
Ext. 74024

Responsible Officer

11-3-30

11-3-30 COMMENTS - IPWAF - BUDGET & FISCAL

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11-3-30 COMMENTS - IPWAF - BUDGET & FISCAL

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Rm. 3-D-130

Ext. 74024

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BUDGET AND FISCAL

Chapter I

PRESENTED ITEM

1. The statement in paragraph 7c, page 8, that "identical staff functions should be similarly organized at all levels" is not followed in the chart presentation under Enclosure "A".

a. Chart No. 1

(1) President to the Bureau of the Budget (assumed).

(2) Chief of Staff, through General Staff, to Director of Finance (indicated).

(3) Commander, United States Air Force, etal (not indicated).

(4) Director, Production-Procurement-Resources (not indicated).

b. Chart No. 2

(1) Commanding General, United States Air Force, through Chief of Air Staff through Deputy for Administration and Services, to Chief of Finance (indicated).

c. Chart No. 4

(1) Deputy for Administration and Services to Chief of Finance (indicated).

d. Chart No. 6

(1) Typical Base Commander to Base Control (Financial Control) (indicated).

2. As noted above, there are inconsistencies between a(2), b, c and

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d with omissions in a under Director, Production-Procurement-Resources.

3. Units and channels must be provided for the preparation, coordination, consolication, and review of estimated fund requirements to clear the Bureau of the Budget for appropriation by Congress; and for the distribution of funds appropriated, to the lower echelons.

4. The report does not indicate the fiscal relationship between the "Director, Production-Procurement-Resources" and the combat arms. Paragraph 6k assumes that the Air Force will procure items and services special to its needs alone, that will not be required by the other arms or services. Well defined fiscal proceoures must therefore be provided indicating flow of funds and the responsibilities connected therewith. For example, will the using arm present its estimated total requirements in branch estimates, with a subsequent transfer of funds to the central procuring agency for joint purchase; or will that agency combine all joint requirements in its justification for appropriations by Congress? It appears essential that funding must be so organized that the cost of maintaining and operating each arm or service will be separate and distinct.

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Chapter II

DUTIES AND FUNCTIONS OF BUDGET AND FISCAL

1. Confusion exists within the War Department at the present time with reference to the functions and organizations relating to Budget-Fiscal-Finance. The reasons for this will not be discussed further than to remark that legislation existing at the beginning of the war and the mushroom growth of the Army were the main contributing factors.

Under the present set-up, the Army Air Forces (AFBFO) comes too much under the dictates of a supposedly equal branch of the Army, a situation that must be corrected in planning a new organization of the armed forces, as the present situation causes endless discussions in an attempt to function smoothly and efficiently.

2. The functions and responsibilities of Budget and Fiscal are comparable to the functions and responsibilities of a Comptroller in a corporation, but to date there has not been complete authorization and organization to meet the responsibilities that are provided the Comptroller in the Commercial World. In short, the functions and responsibilities are:

a. Preparation and justification of the annual budget.

b. Distribution of funds in accordance with expenditure programs, assistance in control of overhead costs, and propriety of expenditures.

c. Prescription of fiscal accounting procedures.

d. Accomplishment of audits - internal and contract.

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e. Disbursements (not presently included).

f. Collection, preparation and interpretation of fiscal statistical data.

g. Direct coordination with all commanders at all levels with reference to the above.

3. To realize these functions and responsibilities, it is necessary that the following organizational set-up be established to provide lines of technical control and channels for fund estimates, requests and allotments. (See exhibit 1.)

a. Direct relations with the commander or his deputy at all levels.

b. Representation on the General Staff.

(1) General Staff Joint Board on Fiscal Matters.

(2) General Staff Joint Board on Procurement and Supply Matters.

4. This office is prepared to further enlarge on this discussion and to present concrete evidence showing the necessity of corrective measures in the change from present organization to the proposed Department of War set-up.

*AAF Regulation No. 30-2, W.D. Circulars 280 and 154 - present directives.

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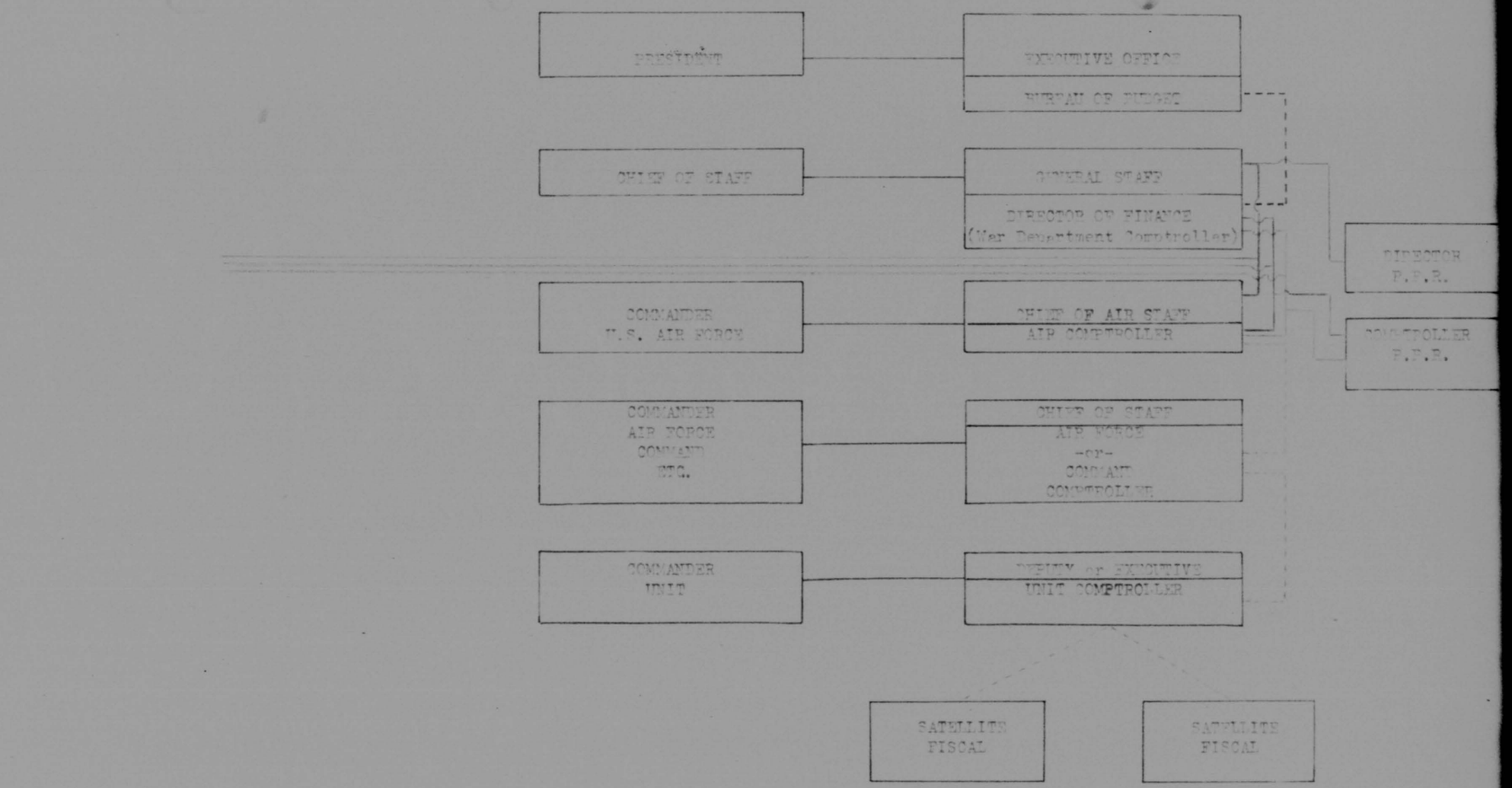

LEGEND

UPWARD	DOWNWARD
- - - - Presentation of estimates, reports.	- - - - Apportionment of Funds.
——— Presentation of estimates, requirements, reports.	——— General Technical control (inspection, supervision, es system and policies) Allocation of Funds.
- - - - Presentation of estimates, requirements, reports.	- - - - Specific Technical control (inspection, supervision, e system and policies) Allotment of Funds.

——— Representation on W.D. Comptroller Board for determination of Fiscal operations of the four branches.
——— Representation on W.D. Materiel Board for determination of Procurement Responsibilities of the four branches.

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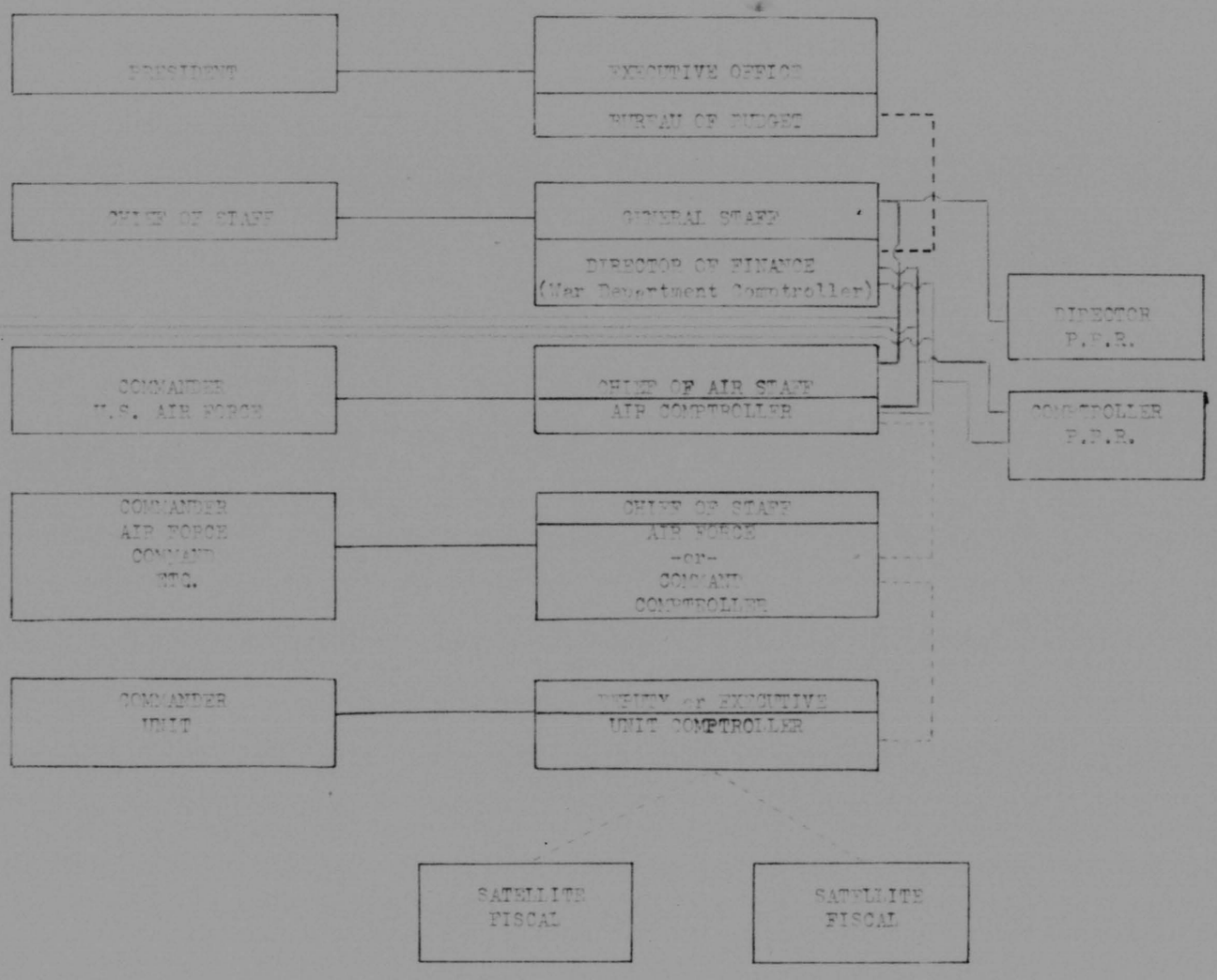

UPWARD

n of estimates, reports.
n of estimates, requirements, reports.
n of estimates, requirements, reports.

DOWNWARD

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——— General Technical control (inspection, supervision, establishment of accounting system and policies) Allocation of Funds.
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GENERAL COMMENTS

Reference	
Sec. III Par. 11(b)	Field and regional offices of headquarters staff offices of the three armed services should be similarly located.
Sec. III Par. 12	Independence of Materiel Command and Air Service Command should be maintained.
Sec. III Par. 13	The Proving Ground Command as a peace time function should continue as a testing laboratory, and operate as a subsidiary unit of Materiel Command.
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Sec. IV Par. 2(a)	Presupposing a continuous rotation of some of the Air forces to bases outside the continental United States, for direct defense of United States, leased areas and possessions, this factor, when finally agreed upon, will have considerable weight in the organization plan of the Budget and Fiscal Office in its regional locations.

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Sec. IV
Par. 2(b4)

Chart No. 1 indicates Finance in General Staff. Air Liaison would be maintained by detail of Deputy Comptroller, Budget and Fiscal, in Office, Chief of Air Staff, as a board or committee member to act for the Air Comptroller on all interim matters affecting policies and procedures dealing with Air Force financial program. Interim matters are those other than presentation and consumation of program involving annual fiscal requirements.

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1 May 1944

MEMORANDUM FOR THE CHIEF OF AIR STAFF:

Subject: Initial Post War Air Force.

1. In compliance with letter from your office, above subject, dated 4 April 1944, the attached study TAB A - "Budget and Fiscal" and comments TAB B - "General Comments" are herewith submitted.

2. TAB A is developed to bring attention to certain inconsistencies exhibited in Organization Charts 2, 4 and 6 respectively, under Enclosure "A", supporting the text of preliminary study dated 14 February 1944; and found to be in conflict with paragraph 7c, page 8, thereof. The second chapter of TAB A treats with Section IV of Preliminary Study, particularly paragraph 2j, items 1 to 3 inclusive, page 15. In support of recommended organizational level for Budget and Fiscal functions, there is appended as part of this study, TAB A-1, schematic flow chart indicating the channels of direct communication and contact essential for uninterrupted movement and control over the development, effectuation and presentation of the Air Force financial requirements to the President, Supreme Commander, and the responsibilities of providing like elements in the expenditure program to the Air Forces and Commands.

3. TAB B is devoted to comments and suggestions concerning other parts of the study in which this office has not prime interest.

I. W. MILLER,
Brigadier General, U. S. Army,
Chief, Budget and Fiscal Office.

3 Incls:
TAB A
TAB A-1
TAB B

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BUDGET AND FISCAL

Chapter I

PRESENTED PLAN

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4. The report does not indicate the fiscal relationship between the "Director, Production-Procurement-Resources" and the combat arms. Paragraph 6k assumes that the Air Force will procure items and services special to its needs alone, that will not be required by the other arms or services. Well defined fiscal procedures must therefore be provided indicating flow of funds and the responsibilities connected therewith. For example, will the using arm present its estimated total requirements in branch estimates, with a subsequent transfer of funds to the central procuring agency for joint purchase; or will that agency combine all joint requirements in its justification for appropriations by Congress? It appears essential that funding must be so organized that the cost of maintaining and operating each arm or service will be separate and distinct.

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f. Collection, preparation and interpretation of fiscal statistical data.

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*AAF Regulation No. 30-2, W.D. Circulars 280 and 154 - present directives.

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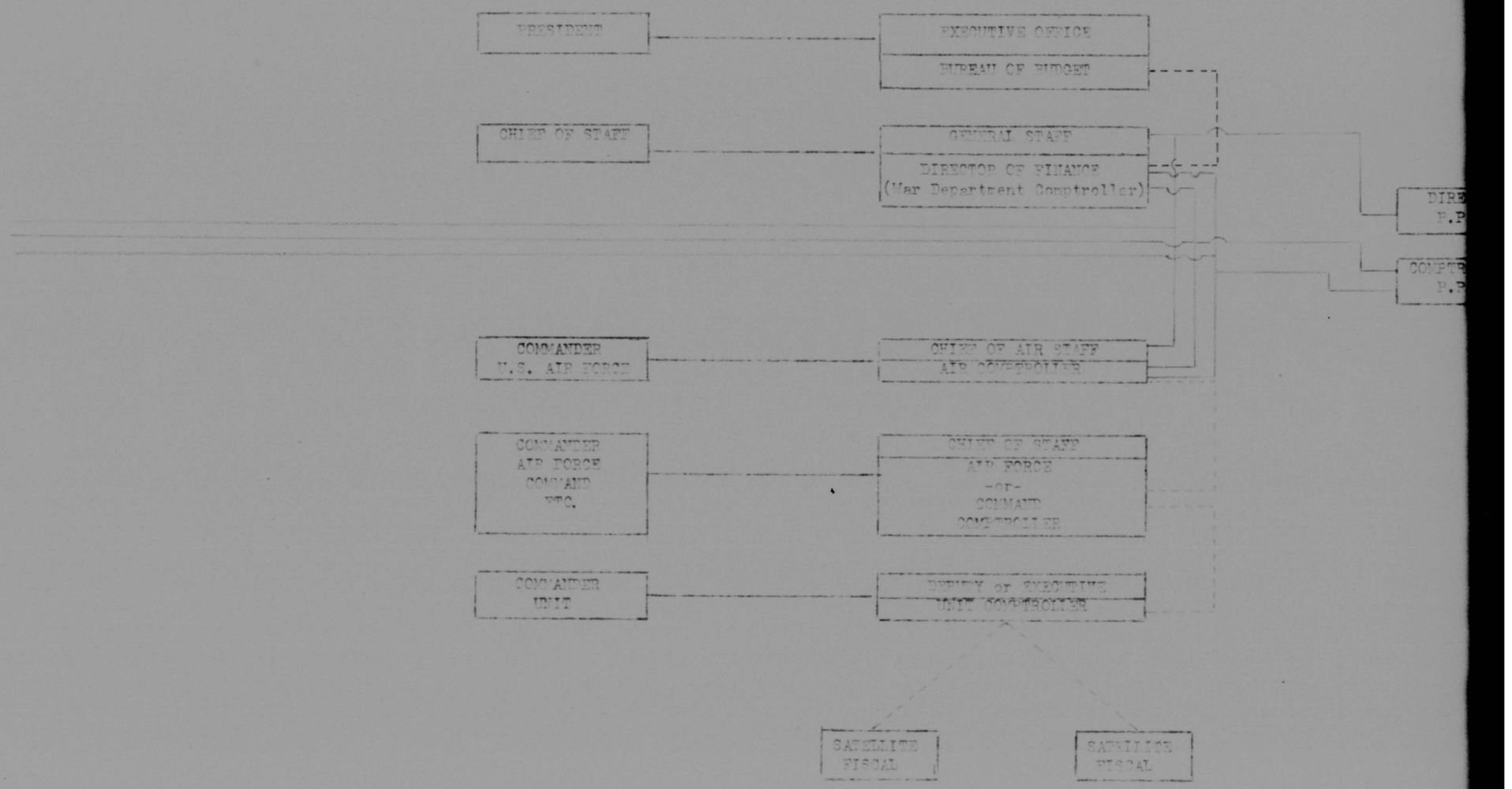

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UPWARD	DOWNWARD
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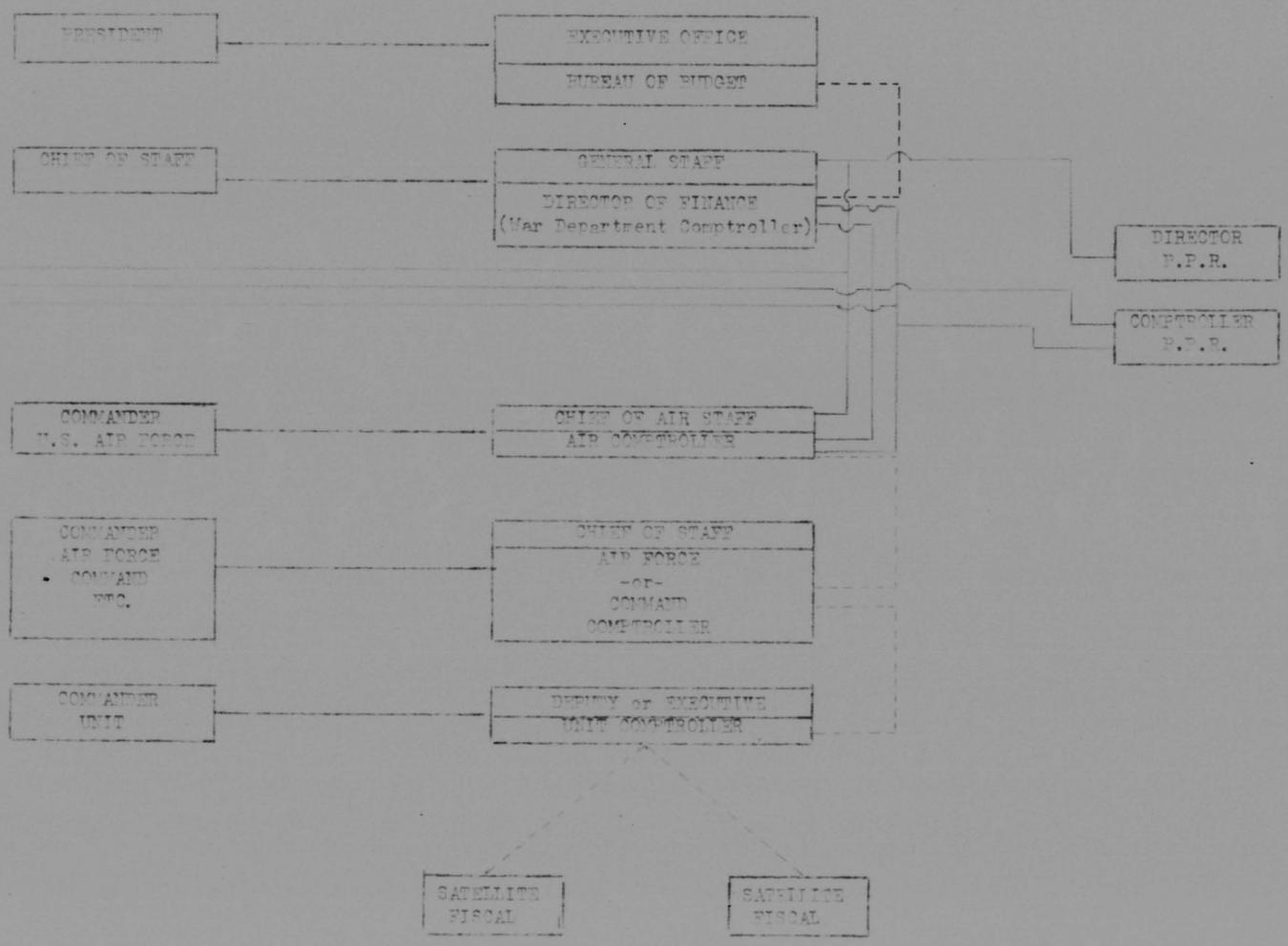

TAB A-1

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MEMORANDUM FOR THE CHIEF OF AIR STAFF:

Subject: Initial Post War Air Force.

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3. TAB B is devoted to comments and suggestions concerning other parts of the study in which this office has not prime interest.

HQ AAF
1 MAY 1944
A. F. O. MAIL SECTION

I. W. MILLER,
Brigadier General, U. S. Army,
Chief, Budget and Fiscal Office.

3 Incls:
TAB A
TAB A-1
TAB B

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OFFICE SYMBOL	1 AFBFO	2	3	4	5	6
SIGNATURE OF RESPONSIBLE OFFICER						
INTERNAL OFFICE COORDINATION						

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BUDGET AND FISCAL

Chapter I

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f. Collection, preparation and interpretation of fiscal statistical data.

g. Direct coordination with all commanders at all levels with reference to the above.

3. To realize these functions and responsibilities, it is necessary that the following organizational set-up be established to provide lines of technical control and channels for fund estimates, requests and allotments. (See exhibit 1.)

a. Direct relations with the commander or his deputy at all levels.

b. Representation on the General Staff.

(1) General Staff Joint Board on Fiscal Matters.

(2) General Staff Joint Board on Procurement and Supply Matters.

4. This office is prepared to further enlarge on this discussion and to present concrete evidence showing the necessity of corrective measures in the change from present organization to the proposed Department of War set-up.

*AAF Regulation No. 30-2, W.D. Circulars 280 and 154 - present directives.

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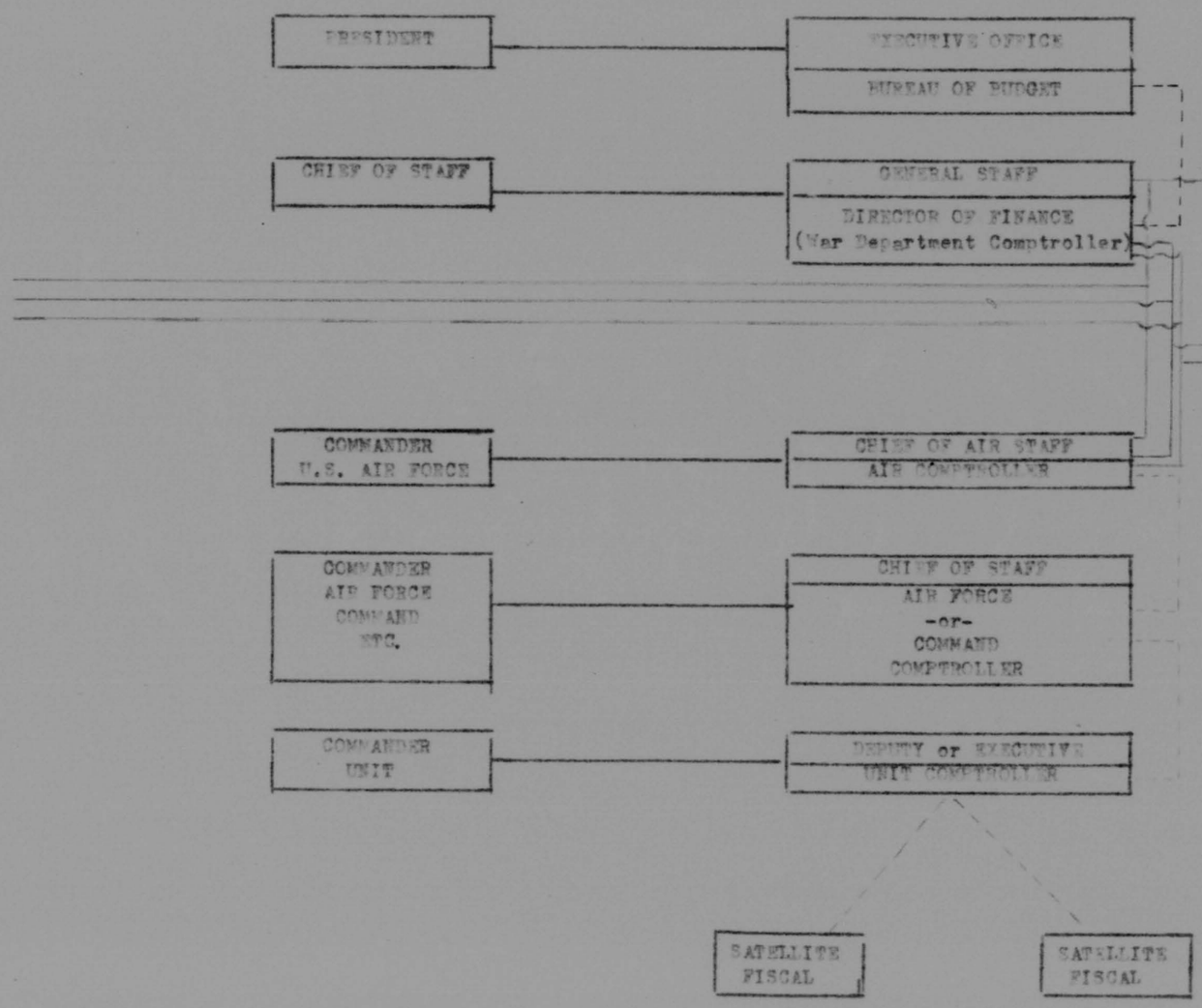

LEGEND

UPWARD	DOWNWARD
------ Presentation of estimates, reports. ———— Presentation of estimates, requirements, reports. - - - - - Presentation of estimates, requirements, reports.	Apportionment of Funds. General Technical Control (inspection, supervision, establishment and policies) Allocation of Funds. Specific Technical Control (inspection, supervision, establishment and policies) Allotment of Funds.

———— Representation on W.D. Comptroller Board for determination of Fiscal Operations of the four branches.
———— Representation on W.D. Materiel Board for determination of Procurement Responsibilities of the four branches.

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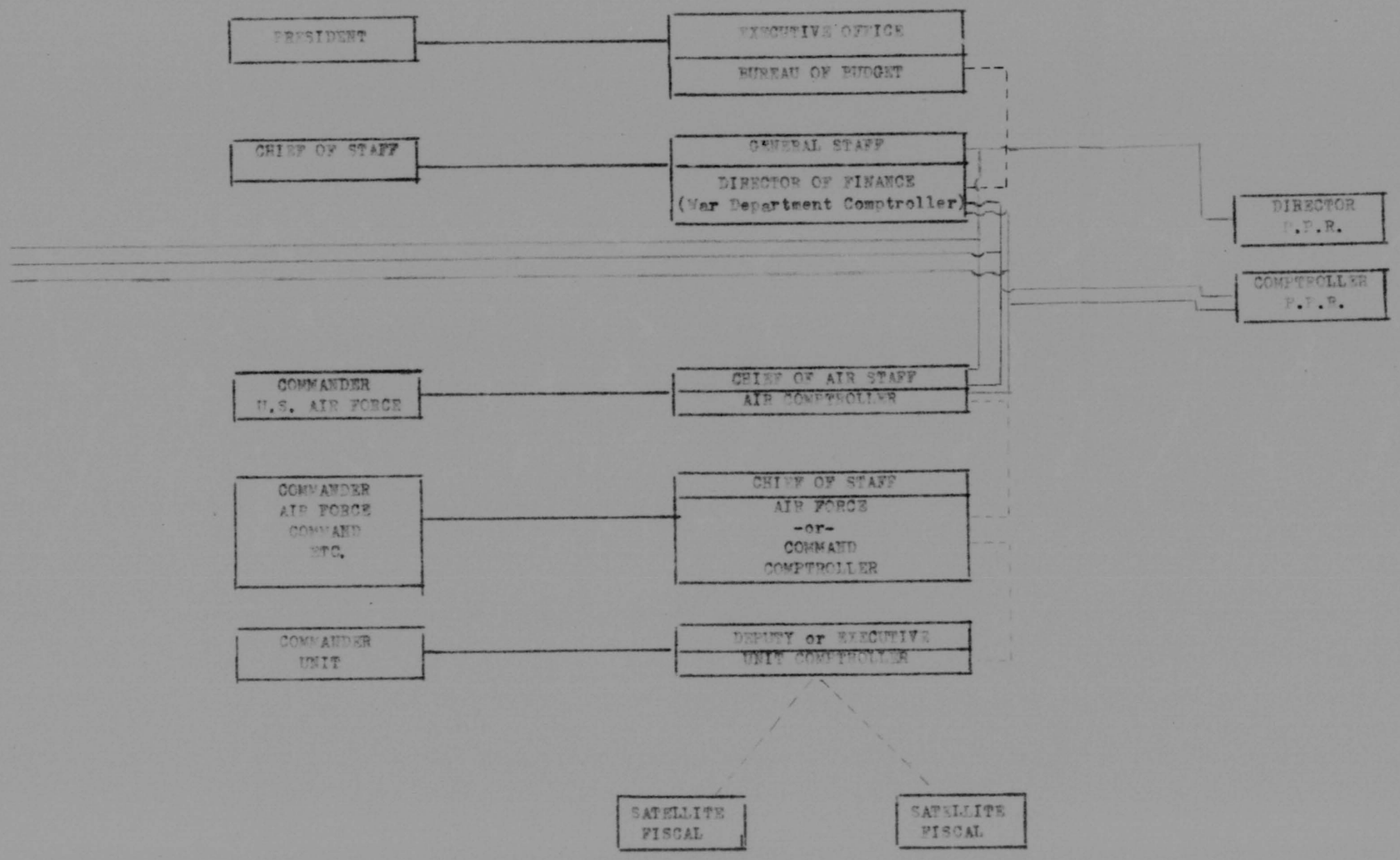

UPWARD	DOWNWARD
...lation of estimates, reports. ...lation of estimates, requirements, reports. ...lation of estimates, requirements, reports.	Apportionment of Funds. General Technical Control (inspection, supervision, establishment of accounting system and policies) Allocation of Funds. Specific Technical Control (inspection, supervision, establishment of accounting system and policies) Allotment of Funds.
...ntation on W.D. Comptroller Board for determination of Fiscal Operations of the four branches. ...ntation on W.D. Materiel Board for determination of Procurement Responsibilities of the four branches.	

TAB A-1

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GENERAL COMMENTS

Reference	
Sec. III Par. 11(b)	Field and regional offices of headquarters staff offices of the three armed services should be similarly located.
Sec. III Par. 12	Independence of Materiel Command and Air Service Command should be maintained.
Sec. III Par. 13	The Proving Ground Command as a peace time function should continue as a testing laboratory, and operate as a subsidiary unit of Materiel Command.
Sec. III Par. 18(b)	The present Budget and Fiscal functions do not encompass pay accounts for military personnel. Under the proposed plan this duty would evolve on the Air Comptroller, and all regulations proposed would be in part a duty and responsibility of this office.
Sec. IV Par. 2(a)	Presupposing a continuous rotation of some of the Air Forces to bases outside the continental United States, for direct defense of United States, leased areas and possessions, this factor, when finally agreed upon, will have considerable weight in the organization plan of the Budget and Fiscal Office in its regional locations.

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Reference

Sec. IV
Par. 2(b4)

Chart No. 1 indicates Finance in General Staff. Air Liaison would be maintained by detail of Deputy Comptroller, Budget and Fiscal, in Office, Chief of Air Staff, as a board or committee member to act for the Air Comptroller on all interim matters affecting policies and procedures dealing with Air Force financial program. Interim matters are those other than presentation and consumation of program involving annual fiscal requirements.

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By Authority of the
Chief of the Army Air Forces
APR
Date Initials

HEADQUARTERS, ARMY AIR FORCES

WASHINGTON

SUBJECT: Initial Post War Air Force.

TO: (See Distribution list.)

1. Attached hereto is Preliminary Study, above subject, dated 14 February 1944, and approved for planning purposes, by the Commanding General, Army Air Forces, on 25 February 1944. Concurrently, the CG, AAF, directed that the specific studies recommended in Paragraph 2, Section IV, of Preliminary Study, be undertaken as a matter of high priority by the Organizations respectively concerned.

2. It is therefore requested that a study be prepared and submitted to this office by 1 May 1944 on such topics as pertain directly to your activity, including a tentative organization plan for your immediate organization.

3. It is also requested that comments and/or suggestions concerning any other part of the attached study be likewise submitted by 1 May 1944.

By command of General ARNOLD:

BARNEY M. GILES,
Major General, U. S. A.,
Chief of the Air Staff.

Encl.
Study, abv.
subj. d/14/Feb/44

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CG, Proving Ground Command	1
CG, First Air Force	1
CG, Second Air Force	1
CG, Third Air Force	1
CG, Fourth Air Force	1
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The Air Surgeon	1
The Air Judge Advocate	1
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Special Assistant for Antiaircraft	1
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11-3-29 COMMENTS - IPWAF - SPO, SPD (WDSS)

11-3-29

FILE NO.
145.041A-2 Responsible Officer_____

6 Jan 1944

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Postwar Air Force

AC/AS, Plans - Attention: Colonel Hamilton 6 January 1944

Chief, Special Projects 1
WHM/em/5322

1. Reference is made to directive 22 December 1943, subject "Postwar Air Force" to Commanding General, AAF Training Command, Ft. Worth, Texas from Brig. General Robert W. Harper, Assistant Chief of Air Staff, Training, copy attached.

2. In connection with the ground rules established for study as to the Postwar Air Force, the following comment is offered on paragraph 2. a. as to enlisted men. If a ratio between enlisted men and officers is fixed at approximately 8 to 1 as at present and the overall strength approximates 1,200,000, it can be estimated that about 1,050,000 enlisted men will be required. As to the intention that 50% be composed of 1-year inductees, this will require 525,000 such men which appears excessive and which is probably larger than the contemplated share for the AAF.

3. Under paragraph 3. it is stated that "for planning purposes it will be assumed that the Post War Air Force will be activated at complete strength from present Army Air Force members six months after the cessation of hostilities." The question is raised as to whether it is thus intended that inductions will cease for this six-months period and that the rolls will be completely filled by experienced and trained men under Regular Army enlistments.

Incl: Cy Memo 22 Dec 43
fr AC/AS, Tng to CG, AAFTC

F. TRUBEE DAVISON
Colonel, Air Corps

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11-3-28 COMMENTS - IPFAF - FLYING SAFETY

11-3-28

Responsible Officer_____

145.041A-3

9 June 1947

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11-3-28 COMMENTS - IPWAF - FLYING SAFETY

11-3-28

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WAR DEPARTMENT
HEADQUARTERS ARMY AIR FORCES
OFFICE OF FLYING SAFETY
WINSTON-SALEM 1, NORTH CAROLINA

9 June 44

9 June 1944

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS

SUBJECT: Initial Post War Air Force

1. Submitted herewith is study on how the functions now being exercised by this office can best be fitted into the proposed Post War Air Force as requested in paragraph 2 of secret letter dated 4 April 1944, signed by General Giles, subject: Initial Post War Air Force.

2. This study is submitted as two proposals:

a. Covering Flying Safety as a Staff function.

b. Covering activities considered necessary to safe operation but not necessarily done by same organization.

3. No comments on proposals of other organizations are submitted at this time.

4. The Flying Safety organization.

a. Discussion:

(1) A post war Air Force of the size and character described in the Initial Study will require that considerable emphasis be placed on Safety.

(2) Post war values will produce and empower a vigorous and articulate civilian interest in accidents, both from humanitarian and dollar-cost points of view.

(3) Safety is an indefinable intangible that can only be identified by its absence. Pursuit of it is possible and necessary on all levels. It is a corollary to good training and operation and a label by which efficiency in such matters is recognized.

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(4) The basic responsibility for Safety rests in the Field. The Headquarters function of Safety is specialization, coordination and standardization.

b. Functions:

(1) Specifically, a Headquarters office dedicated to Safety must be informed on the "state of health" of any or all operations and be prepared to render expert advice thereon so that appropriate remedial action can be effected.

(2) The level, sought by all operations, below which it is not safe to go (and above which the point of diminishing returns is soon reached) is best identifiable in the accident picture. The adjustment of this level to meet exigencies is highest policy.

(3) Adequate safety standards determined and established in peace time will permit "M" day expansion without the appalling loss and drag heretofore experienced.

c. More specifically, such an office should be charged with:

(1) Setting up, and supervising the functioning of, a system of accident investigation, reporting and analysis.

(2) Investigation of underlying conditions at AF establishments which are actually or potentially contributory to accidents, and recommendation of appropriate remedial Headquarters action.

(3) Disseminating safety information and promotional material. Promoting safety consciousness and safe habits in actual and prospective members of AF.

(4) Advising AF representatives dealing with the Congress and the public in Safety matters.

(5) Representing AF in Safety matters in dealing with other agencies engaged in flying.

d. The scope of these functions should include all AF activities wherever they may be.

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e. Needs:

(1) For the proper exercise of the functions and responsibilities listed above the Safety office will require:

(a) A Headquarters staff of experts on the various factors of flying in which Safety is a consideration..

(b) A fact finding field force.

(2) It is estimated that an Initial Post War Air Force of the size and character described will produce a somewhat larger work load than is now being experienced in intra-continental operations. It is safe to assume that a military staff approximately equal to that now engaged in this work will be needed and that adjustments to meet changing load conditions can be made on clerical levels.

f. Position:

(1) Proper channel for Safety work is through Deputy for Operations.

(2) The Safety organization, cutting across all lines of endeavor, often determining the efficiency of operations, needs a degree of objectivity not necessary to other offices under the same Deputy.

(3) Therefore a position attached directly to the Deputy for Operations is indicated.

5. Services necessary to safe operation.

a. Discussion:

(1) Although the first duty of the organization is to determine where and to what extent safety does not exist and to report such facts, it is also obliged to institute (or cause to be instituted) such devices and doctrines as will maintain safety during the evolution of military aviation.

(2) The control of air traffic is itself an evolutionary principle labelling the adulthood of aviation. Since it is necessary to safety, it is reasonable to assume that it will increase in scope and become more positive in character.

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(3) The inevitability of control raises the question as to who will exercise it, civil or military agencies. Such determination is beyond the scope of this study. It is sufficient to state the requirements of Initial Post War Air Force as a reasonable projection of current practices, empirically arrived at.

(4) The concept of the Base as a circumscribed entity is no longer tenable. The speed and range of modern airplanes make demands beyond proper and possible localized jurisdiction. The Base is a way station on a National (or International) System concerned with the presence of aircraft in the air.

b. Functions:

(1) The System is presumed to have authority over use of the air for flying. Exercise of this authority entails:

(a) Centralized clearance and dispatching of aircraft (and changing of flight plans enroute).

(b) Advisory service concerning conditions which have developed since flight started.

c. Needs:

(1) Unrestricted access to an adequate communications system.

(2) Reliable weather information.

(3) Not to exceed 500 officers with adequate clerical help.

d. Other services:

(1) Certain other functions now needed but presently impossible would automatically follow:

(a) Adequate PX system.

(b) Coordination of mountain search and rescue.

(c) Coordination of sea search and rescue.

(d) Coordination of action in National emergencies.

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e. Position:

(1) Centralized control is a Headquarters function even though a field force is necessary for physical accomplishment.

(2) Consideration should be given to the possibility of grouping aids and controls which are national in character into one organization.

(3) It is felt that a Headquarters office with permission for a field force is more satisfactory that a Command with specially delegated Headquarters authority.

6. An organization chart, based on Initial Post War Air Force Chart No. 1 (prepared by AC/AS, Plans) and amended to accommodate above proposals is submitted.

GEORGE C. PRICE
Colonel, Air Corps
Chief, Flying Safety

1 Incl:
Organization Chart

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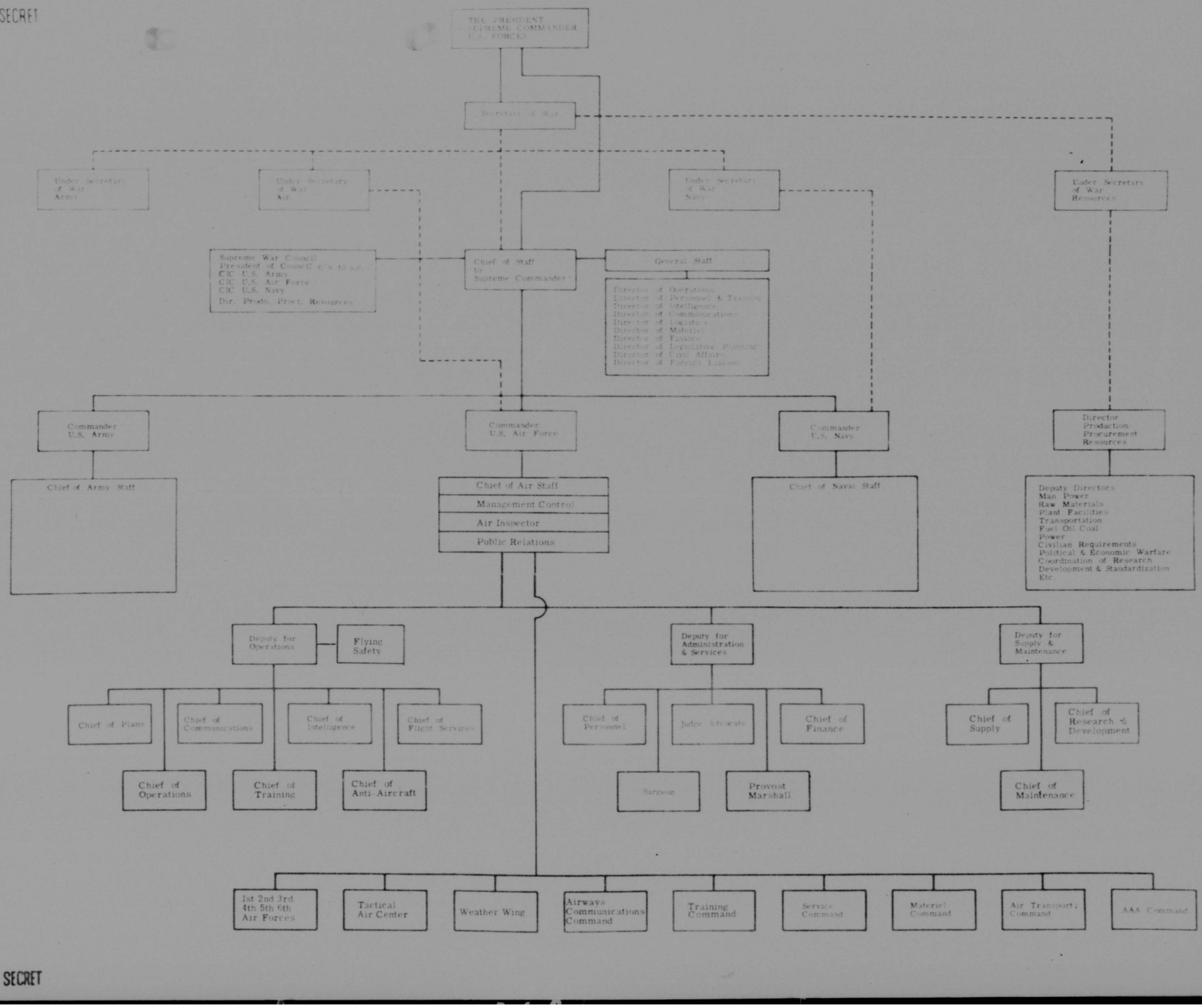

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9 June 44 HH

9 June 1944

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS

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Memo to AC/AS, Plans 9 June 1944

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GEORGE C. PRICE
Colonel, Air Corps
Chief, Flying Safety

1 Incl:
Organization Chart

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11-3-27 COMMENTS - IPWAF - MANAGEMENT CONTROL

11-3-27

Responsible Officer_____

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11-3-27 COMMENTS - IPVAF - MANAGEMENT CONTROL

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post-War Air Force

TO: AC/AS, Plans - Attention: Col. Moffatt

DATE: 1 May 44

FROM: Management Control

COMMENT NO. 1
JOW/hf -X3930

1. Reference is made to Memorandum dated 4 April 1944, from Chief of Air Staff to this office in which comments on proposed post-war air force were requested.

2. In view of the continuous cooperation being rendered by Management Control on this subject, no comments are forwarded at this time.

for
BYRON E. GATES
Brig. Gen., U. S. Army
Chief, Management Control

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DOD DIR 5200.9, 27 Sep 58

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

SECRET

SECRET
By Authority of The Commanding General Army Air Forces
26 May 44 RDJ
Date Initials

SUBJECT: Statistical Control Units In the Post War Air Force.

DATE 26 May 1944

TO: AC/AS, Plans, Attention: Colonel R. C. Moffatt

FROM: Management Control, Statistical Control Division

COMMENT NO. 1
MBM:ps:6068

1. Reference is made to the study entitled "Plan For The Initial Post War Air Force," prepared by your office under the date of 15th January 1944. Included in the Troop Basis for the contemplated post war Air Force are authorizations for a total of 12 statistical control units with an overall strength of 84 officers and 624 enlisted men.

2. At the present time the AAF Troop Basis includes provisions for the statistical control activities shown below. Statistical control officer and enlisted personnel requirements for Hq. AAF, groups, wings, air divisions, and other organizations lower than field commands and sub-commands are not included in the following figures:-

Command to Which Assigned	Units or Offices	Detachments	AUTHORIZED STRENGTH Off.	W.O.	E.M.	Civ.	Total
Continental U.S.							
First Air Force	1	-	11	1	152	-	164
Second Air Force	1	-	16	-	180	24	220
Third Air Force	1	-	10	1	123	53	187
Fourth Air Force	1	-	16	-	145	15	176
Training Command	6	-	69	9	663	219	960
Flying Safety	1	-	9	1	95	30	135
Air Service Command	1	13	232	3	1,003	3,177	4,415
Air Transport Command	1	1	23	2	147	108	280
Troop Carrier Command	1	-	9	-	89	11	109
AAF Redistribution Center	1	-	9	1	95	15	120
AAF Tactical Center	1	-	8	-	84	27	119
Total Cont. U.S.	16	14	412	18	2,776	3,679	6,885
Overseas*							
Fifth Air Force	1	4	35	-	182	-	217
Sixth Air Force	1	-	14	-	80	-	94
Seventh Air Force	2	2	34	-	164	-	198
European Theater (8th & 9th A.F.)	4	-	52	-	274	-	326
China, Burma, India Th. (10th & 14th A.F.)	3	4	70	-	323	-	393
Eleventh Air Force	1	-	12	-	57	-	69
North African Theater (12th & 15th A.F.)	4	1	69	-	358	-	427
Thirteenth Air Force	1	-	14	-	80	-	94
Special Projects	2	-	26	-	160	-	186
Total Overseas	19	11	326	-	1,678	-	2,004
GRAND TOTAL	35	25	738	18	4,454	3,679	8,889

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Statistical Control Units In the Post War Air Force

TO: AC/AS, Plans, Attention: Colonel R. C. Moffatt DATE 26 May 1944

FROM: Management Control, Statistical Control Division COMMENT NO. 1
MBM:ps:6068

(Continued)

* Includes pending request for new and augmented units in certain of the overseas theaters.

3. A study of the proposed Post War organization and strength of the Air Forces within and without the Continental U.S. indicates that the statistical control system will be required to provide the equivalent of about one-fourth the statistical services now being furnished the various overseas and continental Air Forces and Commands. In arriving at this figure, due consideration has been given to the decrease in tempoof activities, the elimination of requirements for reports and analyses concerning combat operations, and the reduced size of the Post War Air Force. From the above facts it appears that statistical control personnel authorizations will be reduced about 92% below current authorizations, whereas workload will reduce only 75%.

4. Because of the discrepancy between statistical control workload and personnel authorizations in the proposed Post War Air Force plan, the following remedial action is proposed:

a. The number of statistical control units be increased by 5 to provide 2 additional units for the Pacific-Asiatic Area and 3 additional units for the Continental U.S., Alaskan, Caribbean Area. The additional units in the Pacific-Asiatic Area are required to service activities thereunder which approximate 3 times the strength of the Atlantic-European Area. The 3 additional units for the Continental Area are needed to provide adequate facilities for supply and maintenance activities in the Air Service Command.

b. The number of officers and enlisted men authorized per Unit be increased from 7 and 52 to 10 and 75 respectively. This strength is deemed necessary since it is assumed that statistical control units will continue to provide complete statistical services for each command headquarters and will also continue to maintain the War Department individual personnel punch card records as at present.

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4 x 5 - increase

c. Each unit be authorized such additional civilian personnel as may be needed to perform assigned functions and provide complete statistical services to their respective headquarters.

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Statistical Control Units In The Post War Air Force.

TO: AC/AS, Plans, Attention: Colonel R. C. Moffatt — DATE 26 May 1944

FROM: Management Control, Statistical Control Division — COMMENT NO. 1

MBM:ps:6068

(continued)

d. Additional Units should be provided for each new command not presently provided in the Post War Troop Basis, i.e., Training Command, Air Transport Command, and Antiaircraft Command.

5. It is requested that the above changes be included in the next revision of the plan for the Post War Air Force.

A D Theobald Major AC

for CHARLES B. THORNTON
Colonel, Air Corps
Chief, Statistical Control Division

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11-3-26 COMMENTS - IPWAF - AAF BOARD

145.941A-5
22 Apr 1944
TO BE RETURNED TO THE ARCHIVES OF THE AAF HISTORICAL OFFICER

11-3-26

Responsible Officer_____

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AFAEP
POST WAR DIVISION
Rm. 3D130
Ext. 74024

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11-3-26 COMMENTS - IPWAF - AAF BOARD

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REPORT
of

THE ARMY AIR FORCES BOARD

DECLASSIFIED

SUBJECT

STAFF STUDY OF INITIAL POST-WAR AIR FORCE

PROJECT No. (U) 3a

DATE

29 April 1944

COPY No. 2

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THE ARMY AIR FORCES BOARD
Orlando, Florida

29 April 1944.

ARMY AIR FORCES BOARD PROJECT (U)3a

STAFF STUDY OF INITIAL POST WAR AIR FORCE

I. OBJECT:

To furnish remarks and recommendations on Initial Post War Air Force Plan, prepared by AC/AS Plans.

II. FACTUAL ELEMENTS OF THE PROJECT:

This study is primarily to discuss the position of the Army Air Forces Board in the Initial Post War Air Force. Its secondary consideration will be comments and recommendations relative to other sections of the Post War Air Force Plan. This discussion has attempted to avoid details and make recommendations of broad policies and principles only.

III. RECOMMENDATIONS AND DISCUSSION:

1. It is recommended that the Air Forces Board in the Initial Post War Air Force be placed immediately under the Chief of Air Staff. The importance of a clear thinking and unshackled Air Forces Board cannot be over estimated. The Air Forces Board in its capacity as an advisory body to the Commanding General, Army Air Forces, on all general policies, should have the prestige and authority necessary to accomplish this function. The Air Forces Board cannot be compared to any Ground or Service Forces Board, since branches of the Ground and Service Forces have their own individual Boards which are only equipment boards. It can be compared, however, to the Navy General Board, and it should be equally as powerful, and on a plane equal to that of the Navy General Board.

2. The internal organization of the Air Forces Board should approximate that shown on attached chart, inclosure 2. An adequate number of officers with experience should be made available to insure proper manning of this organization. It is estimated that approximately fifty officers of the Air Force and related branches would be necessary to accomplish this.

3. It is recognized that the Army Air Forces Board in performing its functions benefits to a large measure from its close association with the Army Air Forces Tactical Center and it is recommended that its permanent location be at, or very close to, the permanent location of the Army Air Forces Tactical Center. With reference to the location of the Army Air Forces Tactical Center, its units in their present location are benefited by good flying weather and are well located with reference to facilities required for their operations. It is realized that many

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factors will effect the selection of Post War Air Force bases, but inasmuch as the Orlando, Florida area does contain many of the desired elements for the location of the Tactical Center, it is recommended that this station be considered for the permanent location of the Air Forces Board, and the Army Air Forces Tactical Center.

4. It is recommended that the present relationship between the Air Forces Board, Air Forces Tactical Center and Air Forces Proving Ground be continued after the war. The position of the Air Forces Proving Ground with relation to Materiel Command should remain as it is at present. It is highly desirable that the Proving Ground or any other proof testing agency not be related to, or subordinate to, the development branch of the Air Force. If the Air Force is to secure satisfactory items of equipment and material they must be tested by an agency which has no hand in their development, and is in no way subordinate to the agency which developed the material. This can be accomplished only if the Air Forces Proving Ground is a separate agency subordinate only to the Chief of Air Staff.

5. It is a foredrawn conclusion that many temporary officers now serving in the Army Air Forces will be taken into the Regular Air Force immediately upon conclusion of hostilities. Many of these officers, while being highly desirable officers otherwise, will be deficient from a stand-point of general academic education. The Board strongly recommends the formulation of a plan to be effective immediately upon the conclusion of the war to give these officers an academic education equivalent to a four year college course. This training may well be given in 18 - 24 months in any college or university by government contract or by the establishment of a central Air Force school, staffed with either Air Force or civilian instructors. The importance of this education must not be minimized and under no circumstances should attempts be made to correct this deficiency by a local (group, squadron or base) school. The present small number of Regular Army officers in the Air Forces will be a very small minority of the Regular Air Force officers needed in the Post War establishment. Our greatest source of officer material to augment this small nucleus will be our present temporary officers on active duty. It is of utmost importance that they be afforded opportunities to acquire the basic education essential to an officer's career.

6. Attention is invited to Paragraph 8b of the study which lists the strength of Very Heavy Bombardment Squadrons at seven aircraft. This number of aircraft in Very Heavy Bombardment units was considered inadequate from a tactical point of view in that the number of aircraft which would be operational would not permit proper formations to be flown. This number has been raised to ten aircraft per squadron, and it is believed it might well be raised to twelve aircraft.

7. The Board does not concur in the size of the anti-aircraft establishment as expressed in paragraph 10b of the study and feels that further study should be directed to insure an adequate anti-aircraft force.

8. It is recommended that more study be conducted relative to the operation of the Air Academy and its relationship to the Combined Services Academy. Much thought should be given to the courses at the Air

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Academy, and it is believed that the Air Academy should separate its academic courses from its flying courses and eliminate the use of "washed out" students in administrative capacities. The curriculum of the Air Academy is very important in that it will determine the calibre of the officers in our future Air Force.

9. It is recommended that more thought be given to the orderly induction of greater number of officers into the Air Forces from the reserve arm than is presently contemplated. It is believed that in order to secure the number of officers for the reserve training indicated in this study there must be more reward or incentive offered to them. While the Air Academy will, without doubt, turn out a high percentage of good officers, the fact must not be overlooked that a great number of highly desirable officers have come into the Air Forces from the reserve arm.

10. The Board does not concur with some of the policies and many of the details included in Inclosure C, Training Command, however, not all of them will be enumerated herein. Much thought and study must be given to points expressed in the Training Command report, and the conclusions and recommendations contained therein carefully sifted in view of the very great and far reaching effect on the Post War Air Force organization and operation. Specific criticisms and comments relative to this report follow below;

a. The reports of the Training Command should be reviewed in an attempt to minimize the technical training given to officers and stress tactical training. It is felt that too many officers in the Air Forces have reached positions of responsibility only because they are experts on some one technical subject and were actually poorly qualified in tactical training. The aim of our officers schools should be to teach sound tactics and operations and should always teach officers functions which they will be required to perform in the future, rather than to make them proficient in the functions which they are performing currently.

b. The Board does not concur with chart 6, Inclosure A, Organization of the Air Force Wing. The recommended organization of an Air Force Wing is contained in Air Forces Board Project (U)7, which will be submitted approximately 15 May 1944.

c. The Board does not concur with paragraph B of page 2 of Inclosure C, which provides that ROTC graduates go through flying training in the grade of officers. It is believed that the Air Force should provide a certain basic military education to all students involved in flying training regardless of their previous background. Flying training students in the grade of officers would be denied the opportunity to secure much of this basic military education.

d. The Board concurs in the recommendation that a committee be appointed to make a further study of pay, selection, promotion and retirement for both the regular and reserve components of the Air Force. These factors will effect the entire structure of the Air Force and too much thought and consideration cannot be given to them.

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e. The Board does not concur with the plan for inactive and active duty trainin of reserve officers and enlisted reserve of the Air Force. Paragraph 6, Tab F of Inclosure C assumes that adequate enlisted personnel can be obtained to maintain aircraft at the various reserve training bases merely by offering them the opportunity to continue their interest in aviation and the prospect of an occasional airplane ride. This is believed to be a haphazard solution to a problem which is very vital to the Post War Air Force.

11. With reference to Inclosure E submitted by the Air Transport Command, the following comments are offered:

a. The Board does not concur with so much of paragraph 3a of Inclosure E, which provides a separate training school for ferry pilots. It is believed that normal training functions will furnish adequate trained ferry pilots.

b. Paragraph 3b of Inclosure E makes the Air Transport Command responsible for transportation of personnel, materiel, and mail for all War Department agencies and for any governmental agency of the United States. The Board questions the advisability of this all inclusive clause in the functions of the Air Transport Command, and believes that further study is indicated on this point.

c. Further study is recommended on the relationship of the Air Transport Command to civil air carriers. It is not believed logical that the Air Transport Command should administer priorities, or in any way control the civil air carriers in peace time, but it is believed advisable that the Air Transport Command should be thoroughly familiar with the civil air lines and capable of assuming control of them on short notice.

d. Paragraph 1 and 2 of Appendix B of Inclosure E allots ten aircraft of 48,000 pound gross weight class to each Air Force. This allotment of aircraft appears to be entirely inadequate and should be reviewed with a view to making the Post War Air Force Air Transport Command an effective adjunct to our combat Air Force.

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VI. ENCLOSURES:

1. Directive from Hq, AAF, Washington, DC, dated 4 April 1944 Subject: "Initial Post War Air Force", signed by Major General Barney M. Giles.

2. Chart, internal organization of the AAF Board.

PREPARED BY:

John A. Milner, Colonel, AC, Chief, Organization Division, Army Air Forces Board.

CONCURRED IN BY:

Carl F. Damberg, Colonel, AC, Chief, Aircraft Division, Army Air Forces Board

Victor C. Huffsmith, Colonel, AC, Chief, Armament & Ordnance Liaison Div., Army Air Forces Board

Wallace C. Smith, Colonel, AC, Chief, Communications Division, Army Air Forces Board

Eugene M. Rice, Colonel, AC, Chief, Equipment Division, Army Air Forces Board

John A. Milner, Colonel, AC, Chief, Organization Division, Army Air Forces Board

Harry G. Montgomery, Colonel, AC, Chief, Tactics Division, Army Air Forces Board

George J. McGregor, Colonel, AC, Executive, Army Air Forces Board

APPROVED:

For the Army Air Forces Board:

B. L. EUBANK
Brigadier General, U.S. Army
Executive Director.

OFFICIAL:

Gustav A. Reuben
GUSTAV A. REUBEN
Major, AGD
Recorder

Distribution "B.B."
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By Authority of the
Chief of the Army Air Forces

Apr 4, 1944 [illegible]
Date Initials

[illegible] U.S. ARMY AIR FORCES

WASHINGTON

SUBJECT: Initial Post War Air Force.

TO: (See Distribution list.)

1. Attached hereto is Preliminary Study, above subject, dated 14 February 1944, and approved for planning purposes, by the Commanding General, Army Air Forces, on 25 February 1944. Concurrently, the CG, AAF, directed that the specific studies recommended in Paragraph 2, Section IV, of Preliminary Study, be undertaken as a matter of high priority by the Organizations respectively concerned.

2. It is therefore requested that a study be prepared and submitted to this office by 1 May 1944 on such topics as pertain directly to your activity, including a tentative organization plan for your immediate organization.

3. It is also requested that comments and/or suggestions concerning any other part of the attached study be likewise submitted by 1 May 1944.

By command of General ARNOLD:

/s/ Barney M. Giles
BARNEY M. GILES
Major General, U.S.A.,
Chief of the Air Staff.

Encl.
Study, abv.
subj. d/14/Feb/44

Incl. 1

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Incl. 2.
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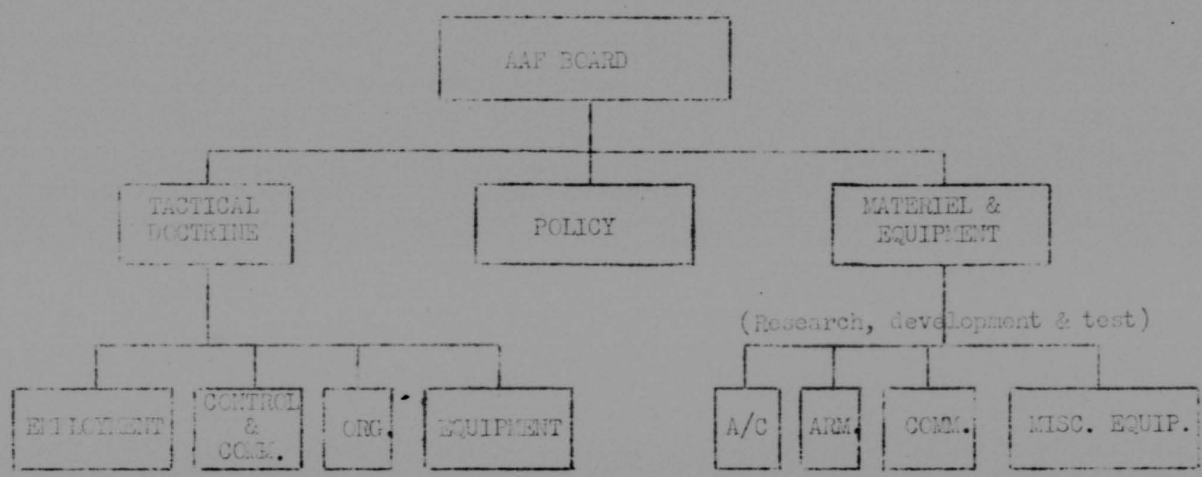

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11-3-24 COMMENTS - IPWAF - OFFICE OF LEGISLATIVE SERVICES

145.0418-6

29 Oct 1941

11-3-24

Responsible Officer_____

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

29 April 1944

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MEMORANDUM FOR THE CHIEF OF THE AIR STAFF:

Subject: Initial Post War Air Force.

1. Reference is made to memorandum dated 4 April 1944, on the above subject, and to the Preliminary Study by the Assistant Chief of Air Staff, Plans, copy of which accompanied said memorandum.

2. In so far as the Office of Legislative Services, Headquarters, Army Air Forces, is concerned, two basic assumptions must be made in responding to subject memorandum of 4 April 1944:

(a) that the Office of Legislative Planning on the overall General Staff, which appears on Chart No. 1 attached to said Preliminary Study under Enclosure "A", will have substantially the same functions for the consolidated Department as those now assigned to the Legislative and Liaison Division, War Department;

(b) that the functions of the legislative office in the U. S. Air Force will be substantially those of the present AAF Office of Legislative Services.

3. On the basis of said two assumptions, it is recommended that the legislative office in the U. S. Air Force organization be established as a separate office in the same echelon as that assigned The Air Inspector and Public Relations in Organizational Chart No. 2. This organizational assignment for the legislative office is recommended because of the close relation of certain of its functions to the functions of The Air Inspector and Public Relations, and also because of the overall character of its functions in reference to the proposed U. S. Air Force organization.

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4. A tentative organization plan, on basis of current functions, is annexed. Also annexed are copies of AAF Memorandum No. 80-5, Headquarters Office Instruction No. 20-9, as amended, and Headquarters Office Instruction No. 10-35.

Warren S. Ege

WARREN S. EGE
Colonel, Air Corps
Chief, Legislative Services.

4 Incls. 1-Org.Plan
2-AAF Memo 80-5
3-Hq 20-9 & 20-9A
4-Hq 10-35

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Ord 370 of (64c

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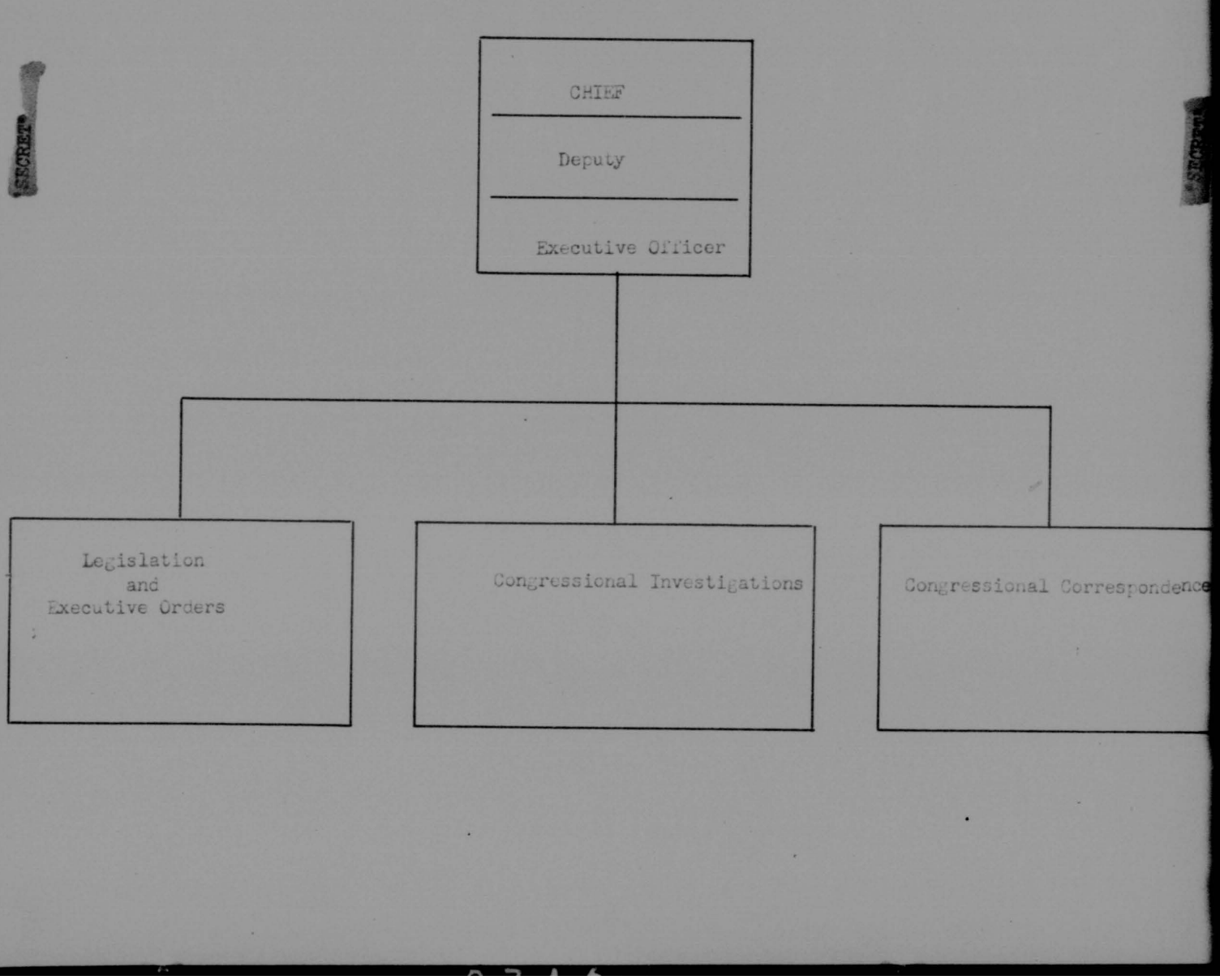

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AAF MEMORANDUM)
NO. 80-5)

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON, 13 DECEMBER 1943

ADMINISTRATIVE PRACTICES

AAF Relations with Congress and Procedure to Be Followed with Regard to Testimony Before Congressional Committees

(This Memorandum supersedes AAF Memorandum 80-5, 10 August 1943)

1. To facilitate cooperation with members of Congress, committees of Congress, their counsel and investigators in those matters which are the subject of their inquiry, the following requirements will be observed by personnel of the AAF.

2. The Office of Legislative Services, Headquarters, AAF, is charged with general supervision of all legislative and liaison matters, except fiscal, affecting the AAF, subject to coordination with and supervision by the Legislative and Liaison Division, War Department, which serves as the channel of communication and coordinating office of record on all War Department legislative matters.

3. Subject to supervision by the Legislative and Liaison Division, Office of the Chief of Staff, Mr. Julius H. Amberg, Special Assistant to the Secretary of War, is charged with the maintenance of liaison between the War Department and Congressional committees, in connection with Congressional investigations.

4. To avoid confusion and duplication of effort, the following procedure has been prescribed (AGO Memo W850-14-43, 6 April 1943, and Hq Office Instruction 20-9) for handling requests of members of Congress, Congressional committees or their investigators, which will be strictly complied with by all officers and civilians of the AAF, except that the Chief, Office of Legislative Services may authorize specific exceptions in cases of purely executive matters.

a. Whenever a request is made to, or a subpoena issued for, personnel of the AAF to testify before, or furnish or produce information, documents, or records to members of Congress or Congressional committees, or whenever a member, investigator for, or counsel for any member of Congress or Congressional committee requests information or documents, or desires to examine any records of the AAF or requests certain action be taken, such fact will be forthwith communicated to the Chief, Office Legislative Services, Headquarters, AAF. In the event immediate action is required and the matter will not permit of timely communication, advice will be given by telephone. The Office of Legislative Services can be reached by telephone after office hours through the Office of the Air Adjutant General, who will supply residential telephone numbers of staff officers.

b. If a written reply is indicated, information upon which to base a reply to the particular inquiry, with all requested documents or records, will be sent direct by military letter to the Commanding General, AAF, Attention: Chief, Legislative Services, with information copy to the commanding general of the command or air force receiving the request. Replies will in no case be sent direct to the committee or member of Congress.

c. If appearance before a committee is requested, the Chief, Legislative Services will obtain clearance in the War Department covering the subject matter of the investigation, including any specific classified documents or records to be presented for the committee's information.

(1) AAF personnel authorized to testify by the Chief, Legislative Services may discuss policies or facts which the public interest does not require to be kept secret or confidential.

(2) If asked to testify with respect to information which is classified as secret or confidential, or if asked to provide documents or records which are classified as secret or confidential, the witness will decline to answer or provide such

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information unless and until authorization has been obtained from the Secretary of War. This authorization will, in fact, be obtained through the Chief, Legislative Services, or through the War Department legislative representative present at the Congressional hearing. When so authorized, the witness will inform the committee of the War Department policy that secret or confidential statements, documents, or records must be furnished in executive session and that no written record be made thereof. In this connection, confidential or secret documents will not be delivered into the possession of the committee counsel or investigators. The latter may be permitted to examine such documents or records upon the understanding that the information therein will be divulged only to authorized persons who will be advised that the information is to be held in confidence. Upon obtaining understanding from the members of the committee that the War Department classification will be protected, the witness may offer testimony and permit examination of records and documents in executive session.

d. In those instances in which members of Congress, committee members, counsel, or investigators in the field, as distinguished from committees sitting at hearings in Washington, request that documents and other material be furnished to any committee or subcommittee of Congress, the same will be forwarded promptly to the Chief, Legislative Services, Headquarters, AAF, together with information as to the request.

5. Documents containing classified military information furnished to Congressional committees or to their investigators will, in addition to being marked secret, confidential, or restricted, as the case may be, bear the following notation (AR 380-5, paragraph 18b):

"This document contains information affecting the national defense of the United States within the meaning of the Espionage Act, 50, U.S.C. 31 and 32 as amended. The transmission or the revelation of its contents in any manner to an unauthorized person is prohibited by law."

6. Direct communication between the Office of Legislative Services and all AAF activities is authorized.

7. All AAF activities will furnish promptly to the Office of Legislative Services upon request, full information, data, files, studies, and reports on any matter required by the Office in connection with legislation or a Congressional investigation or inquiry.

By command of General ARNOLD:

BARNEY M. GILES
Major General, United States Army
Chief of Air Staff

OFFICIAL:

JOHN B. COOLEY
Colonel, AGD
Air Adjutant General

DISTRIBUTION:
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HEADQUARTERS ARMY AIR FORCES
OFFICIAL
WAR DEPARTMENT

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HQ. OFFICE INSTRUCTION)
NO. 20-9)

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON, 11 DECEMBER 1943

ORGANIZATION

Establishment of Office of Legislative Services

(This Instruction supersedes Hq. Office Instruction 20-9, 14 May 1943)

1. There is hereby established an office of this Headquarters to be known as the Office of Legislative Services.

2. Legislation:

a. The Legislative and Liaison Division, War Department, is the War Department agency charged with general supervision and coordination of War Department business with the Congress. It serves as the channel of communication and coordinating office of record on all War Department legislative matters. In particular it is charged with supervising the preparation of legislation requested by the War Department, with preparing reports to committees of Congress, and with the maintenance of liaison necessary thereto. However, the preparation of reports may be assigned to the command concerned. See Par 4a, Cir 59, WD 1942; and AGO Letter, AG 321.11 (6-8-42)MB-F-PS-M, 10 July 1942; and AGO Memo W850-14-43, 6 April 1943, Subject: "War Department Relations With Congress."

b. The terms "legislation" and "legislative" as used herein refer to action taken or to be taken by Congress (other than with respect to appropriations and purely fiscal matters), and to all Executive Orders.

c. The Office of Legislative Services is designated as the AAF agency charged with the coordination and general supervision within the AAF of all legislative matters, subject to War Department Procurement Regulation No. 1, Sec. V, in procurement and related matters. The Air Judge Advocate will provide assistance as requested in research and preliminary drafting of legislation.

d. All proposals for legislative action originating within the AAF will be referred to the Office of Legislative Services.

e. All requests from sources within or without the War Department for reports on legislation which does not affect procurement or

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related functions will, upon receipt by any AAF activity, be referred to the Office of Legislative Services with such recommendations as may be deemed appropriate. (For procedure on requests for reports on legislation affecting procurement or related functions, see War Department Procurement Regulations, Par. 119.) The Office of Legislative Services will secure such reports from the appropriate AAF sources and will forward them, when approved, through established channels.

f. All proposed reports on legislation affecting procurement or related functions will be forwarded through the Office of Legislative Services, with a copy attached for the files of that office.

3. Congressional Investigations. Subject to supervision by the Legislative and Liaison Division, War Department, Mr. Julius H. Amberg, Special Assistant to the Secretary of War, is charged with the responsiblility of the maintenance of liaison between the War Department and Congressional committees in connection with Congressional investigations, including supervision of the selection of witnesses, the presentation of evidence, keeping currently informed concerning such investigations, and coordination of Congressional visits to War Department establishments in connection with such investigations. AAF matters pertaining to these functions and duties will be coordinated and supervised by the Office of Legislative Services.

4. General:

a. The Office of Legislative Services will maintain liaison with the Legislative and Liaison Division, War Department, with Mr. Julius H. Amberg, and with the Legislative Division, Office of the Under Secretary of War.

b. The Office of Legislative Services will conduct or cause to be conducted such special studies pertaining to Governmental and legislative relations of the AAF as may be directed by competent authority.

c. Direct communication between the Office of Legislative Services and all agencies of the War Department, including specifically those mentioned in paragraph 4a hereof and all AAF activities, is authorized.

d. All AAF activities will furnish promptly to the Office of Legislative Services, upon request, full information, data, files, studies, and reports on any matter required by the Office in connection with legislation or a Congressional investigation or inquiry.

e. All Congressional correspondence relating to legislation or investigations will be referred to and handled by the Office of Legislative Services.

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f. Written replies to all other correspondence and inquiries addressed to this Headquarters from members of Congress will be forwarded to the Office of Legislative Services for signature and dispatch. In cases where the matter is controversial, supporting data will be forwarded with the prepared reply. See Hq. Office Instruction 10-35.

g. Particular reference is made to AAF Memorandum 80-5, "Army Air Forces Relations with Congress and Procedure to be Followed with Regard to Testimony before Congressional Committees."

h. The Office of Legislative Services will coordinate all communications and presentation to the Congress with the Office of the Commanding General, AAF, and the Office of the Assistant Secretary of War for Air in those cases of interest to said offices.

5. Change of Function. The Air Judge Advocate is relieved of responsibility for such of the above functions as were formerly assigned to that office. Concurrently the Legislative Planning Division, Office of the Air Judge Advocate, is inactivated.

By command of General ARNOLD:

BARNEY M. GILES
Major General, United States Army
Chief of Air Staff

OFFICIAL:

JOHN B. COOLEY
Colonel, AGD
Air Adjutant General

4-4686, AF

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HQ OFFICE INSTRUCTION)
NO. 20-9A)

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON, 14 APRIL 1944

ORGANIZATION

Establishment of Office of Legislative Services

Hq Office Instruction 20-9, 11 December 1943, is amended as follows:

* * * * * * *

2. Legislation:

* * * * * * *

e. All requests from sources within or without the War Department for reports on legislation which does not affect procurement or related functions will, upon receipt by any AAF activity, be referred to the Office of Legislative Services with such recommendations as may be deemed appropriate. If a request is received by an AAF activity other than through the Office of Legislative Services, that AAF activity will immediately notify the Office of Legislative Services of such request and its nature. The Office of Legislative Services will secure these reports on legislation from the appropriate AAF sources and will forward them, when approved, through established channels. (For procedure on requests for reports on legislation affecting procurement or related functions, see War Department Procurement Regulations, Paragraph 119, which provides that all official requests affecting procurement received by the Office of the Under Secretary of War, ASF, and AAF will be referred to the Legislative Division, Office of the Under Secretary of War.)

* * * * * * *

By command of General ARNOLD:

BARNEY M. GILES
Major General, United States Army
Chief of Air Staff

OFFICIAL:

THOMAS A. FITZPATRICK
Colonel, AGD
Air Adjutant General

HEADQUARTERS ARMY AIR FORCES
OFFICIAL
WAR DEPARTMENT

4-7682,AF

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10-35

HQ. OFFICE INSTRUCTION)
NO. 10-35)

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON, 11 DECEMBER 1943

CORRESPONDENCE

Routine Communications Addressed to Members of Congress

1. General. Routine correspondence addressed to an individual member of Congress, whether initiated in Headquarters, Army Air Forces or prepared in response to an inquiry from an individual member of Congress, will be processed by the Office of Legislative Services in accordance with the provisions of this Instruction.

2. Initiated in Headquarters. Correspondence to be dispatched to an individual member of Congress, when initiated in Headquarters, will be prepared in final form and coordinated by the office of primary interest, and will be forwarded to the Office of Legislative Services for signature and dispatch.

3. Replies to Incoming Correspondence. Correspondence to be prepared in response to an inquiry from an individual member of Congress will be handled as follows:

a. When the incoming correspondence is addressed to an individual or an office, the reply will be prepared in final form and coordinated by the respective individual or office and will be forwarded with the letter of inquiry in all cases, and with necessary supporting data in controversial matters, to the Office of Legislative Services for signature and dispatch.

b. When the incoming correspondence is not addressed to a particular individual or office, it will be referred to the office of primary interest, where the reply will be prepared in final form, coordinated and forwarded with the letter of inquiry in all cases, and with necessary supporting data in controversial matters, to the Office of Legislative Services for signature and dispatch.

4. Responsibility for Coordination. The Office of Legislative Services will coordinate the replies to Congress with the Office of the Commanding General, Army Air Forces, and the Assistant Secretary of War for Air in those cases of interest to said offices.

By command of General ARNOLD:

BARNEY M. GILES
Major General, United States Army
Chief of Air Staff

OFFICIAL:

JOHN B. COOLEY
Colonel, AGD
Air Adjutant General

4-4687, AF

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29 April 1944

MEMORANDUM FOR THE CHIEF OF THE AIR STAFF:

Subject: Initial Post War Air Force.

1. Reference is made to memorandum dated 4 April 1944, on the above subject, and to the Preliminary Study by the Assistant Chief of Air Staff, Plans, copy of which accompanied said memorandum.

2. In so far as the Office of Legislative Services, Headquarters, Army Air Forces, is concerned, two basic assumptions must be made in responding to subject memorandum of 4 April 1944:

(a) that the Office of Legislative Planning on the overall General Staff, which appears on Chart No. 1 attached to said Preliminary Study under Enclosure "A", will have substantially the same functions for the consolidated Department as those now assigned to the Legislative and Liaison Division, War Department;

(b) that the functions of the legislative office in the U. S. Air Force will be substantially those of the present AAF Office of Legislative Services.

3. On the basis of said two assumptions, it is recommended that the legislative office in the U. S. Air Force organization be established as a separate office in the same echelon as that assigned The Air Inspector and Public Relations in Organizational Chart No. 2. This organizational assignment for the legislative office is recommended because of the close relation of certain of its functions to the functions of The Air Inspector and Public Relations, and also because of the overall character of its functions in reference to the proposed U. S. Air Force organization.

~~SECRET~~

OFFICE SYMBOL	1 AFOLS	2	3	4	5	6
SIGNATURE OF RESPONSIBLE OFFICER	Egl					
INTERNAL OFFICE COORDINATION						

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4. A tentative organization plan, on basis of current functions, is annexed. Also annexed are copies of AAF Memorandum No. 80-5, Headquarters Office Instruction No. 20-9, as amended, and Headquarters Office Instruction No. 10-35.

WARREN S. EGE
Colonel, Air Corps
Chief, Legislative Services.

4 Incls. 1-Org.Plan
2-AAF Memo 80-5
3-Hq 20-9 & 20-9A
4-Hq 10-35

OFFICE SYMBOL	1	2	3	4	5	6
SIGNATURE OF RESPONSIBLE OFFICER						
INTERNAL OFFICE COORDINATION						

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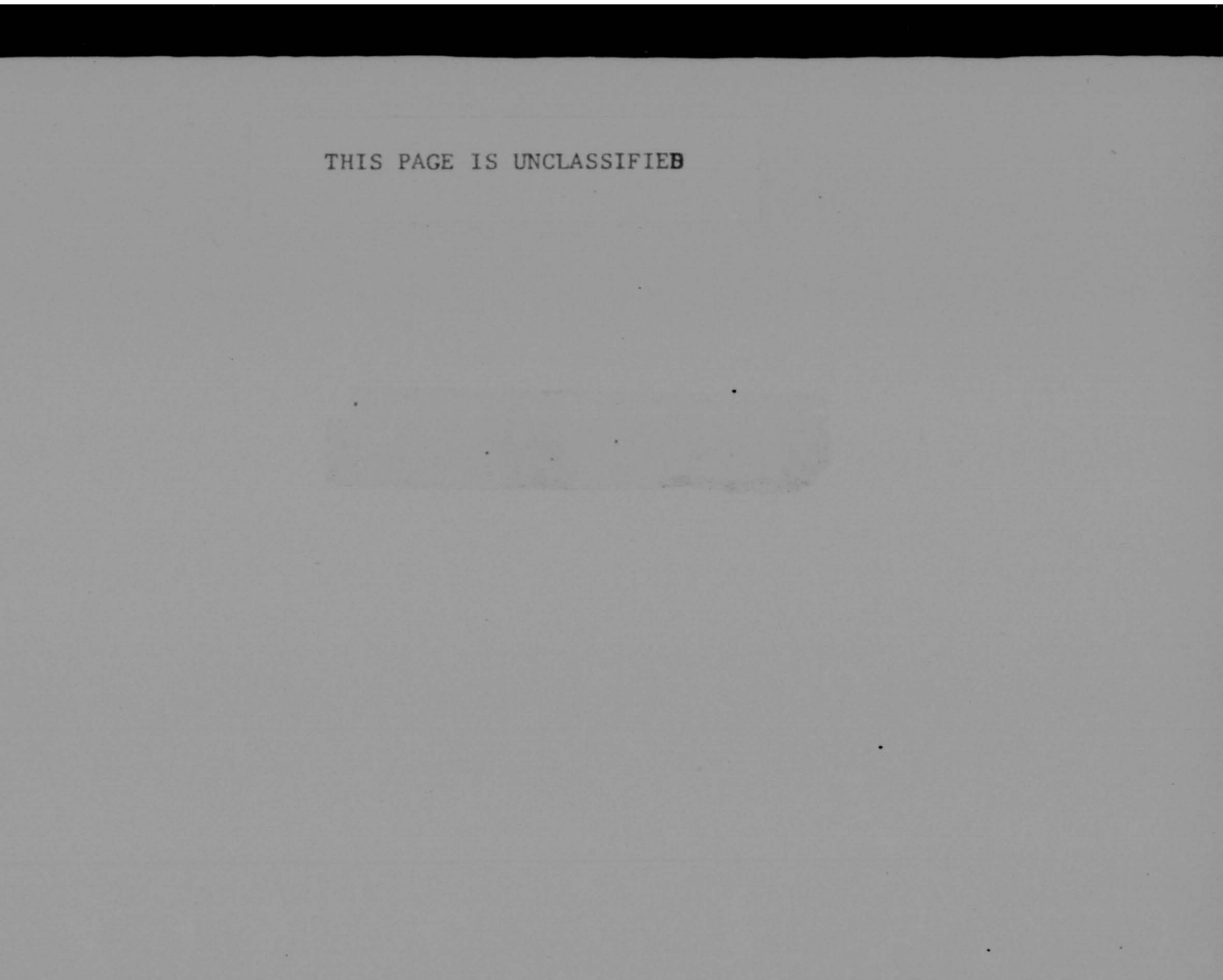

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19-110-1 Legislative Service, Office

Responsible Officer

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Responsible Officer

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AF HQ-12 HEADQUARTERS AAF

ROUTING SLIP

TO:

1. OFFICE: AC/AS Plans ATTENTION: Gen Norstad	DATE: 13 Aug
2. OFFICE: AFP Division Chiefs (IN TURN) ATTENTION:	DATE:
3. OFFICE: ATTENTION:	DATE:

FOR: FOLLOWING ACTION(S) AS CHECKED

	COORDINATION	X	NOTE AND RETURN		INFORMATION
	NECESSARY ACTION		RECOMMENDATION		FILE
	SEE OR PHONE ME		APPROVAL		SIGNATURE

COMMENT

1. Attached paper was coordinated by Post-War Division for Plans this date subject to clarification of wording in proposed bill to assure that enabling clause would include wartime Air Corps, Reserve, National Guard and AUS officers.

2. Col Cassner, AC/AS-1 (ext. 73430) would like that any suggestions, particularly from General Officers if they have any, reach him by some time 14 August.

FROM:

OFFICE: AFAPP-50	ROOM NO.: 3E-120
INDIVIDUAL: Col R.C. Moffat	PHONE: 74024

3-218, AF (REV 10 APR 45)

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19-110-1 LEGISLATIVE SERVICE, OFFICE OF

I N D E X

1. 3 January 1945 - H.R. 550 Bill to establish a Department of Defense, to consolidate therein the Department of War and the Department of the Navy, and for other purposes.

2. S.805 Bill to insure further the military security of the United States by preventing disclosures of information secured through official sources.

3. S.326 Bill to create the All-American Flag Line, Incorporated, and to assure the United States world leadership in the field of air transportation.

4. 1 June 1945 - Status Report

5. 20 March 1945 - HR 2694, A Bill to provide for the retirement of certain officers of the National Guard of the several states, territories, and the District of Columbia.

6. 28 April 1945 - Extract from Army-Navy Journal "Study Reservists" Retirement".

7. 28 July 1945 - Memo for the Record s/nd, subject, HR 3406, a bill "To provide for the establishment and operation of a Militar Aviation Academy"

8. 11 August 1945 Memorandum for the Chief of Air Staff from AC/AS-1 subject, Legislation providing for the appointment of temporary general officers in the Post War Air Force.

9. 21 Dec 45 R&R from OLS to Chief of Air Staff re "S. 1614"

10. 10 July 46 - R&R to Director of Information "S.2102, a bill, "To promote the common defense of the United States of America by coordinating the departments and agencies of the Govt. relating to the common defense, to establish a Department of Air, and for other purposes."

2-2210-13.

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SUBJECT: S.2102, a bill, "To promote the common defense of the United States of America by coordinating the departments and agencies of the Govt. relating to the common defense, to establish a Department of Air, and for other purposes."

TO: Director of Information
ATTN: Major King

DATE: 10 July 1946

COMMENT NO. 1
Col Hilger/5835/lw

FROM: AC/AS-5

1. Reference Comment #1, R&R from the Director of Information to the Chief of Air Staff on above subject, the Assistant Chief of Air Staff - 5 has the following comments:

a. The DF for the signature of the Commanding General, Army Air Forces would probably be more understandable if paragraphs 2, 3 and 4 were made a continuation of paragraph 1, inasmuch as the material which it is intended to replace is contained in a single paragraph in the original text. In paragraph 3 of the DF the term "unity of command" should be deleted and the term "unified command" substituted therefor, since the latter arrangement has been stated many times by the Army and the Army Air Forces as the one which is most desired. The term "unified command" should be substituted for "unity of command" wherever else it appears in War Department comments.

b. The War Department comments on S.2102 fail to take exception to three points considered to be of vital interest to the Air Forces. These are:

(1) On page 5 of War Department comments there is specified "all offices, bureaus, agencies, branches, organizations and military units of the Department of War, or Army Air Forces, which constitute a part of, or are used in the administration of, strategic and tactical units of the Army Air Forces, or Air Transport Command, are transferred from the Department of War and the Air Forces to the Department of Air, but no other part of the Army Air Forces is so transferred;-----." This statement is interpreted as indicating that the Air Materiel Command, the Air Training Command and certain other Air Force units would remain under control of the War Department. This would be most objectionable from an Air Force standpoint.

(2) The provision in the bill specifically authorizing the Navy to operate long-range, land-based aircraft must be objected to on the grounds that it breeds duplication of function, duplication of procurement and base facilities and is an unwarranted encroachment upon the logical mission of the Air Forces. The Air Forces must object to any bill which does not specifically assign to the Air Forces the operation of all strategic air weapons regardless of the accepted fact that these weapons may have a part-time use in operations other than strictly strategic bombardment.

(3) The rank of the Commanding General of the Air Forces should be specified as "General of the Armies" or a rank equivalent to that held by the Chief of Staff, U.S. Army and the Chief of Naval Operations.

2. It is recommended that the DF for signature of the Commanding General of the Air Forces carry the following additional paragraph:

"It is recommended that the War Department comments on S.2102 specifically object to:

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SUBJECT: S.2102, a bill, "To promote the common defense of the United States of America by coordinating the departments and agencies of the Govt. relating to the common defense, to establish a Department of Air, and for other purposes."

TO: Director of Information
ATTN: Major King

DATE: 10 July 1946

COMMENT NO. 1, Contd
Col Hilger/5835/lw

FROM: AC/AS-5

a. Formation of a separate Air Force which does not include all the elements and units presently assigned or attached to the Army Air Forces.

b. Any provision which assigns long-range, land-based aircraft to the Navy for any use, as it is believed that economy of force can be achieved only by having all long-range, land-based aircraft assigned to one service. Since the Air Forces are charged with the operation of the bulk of long-range, land-based aircraft, unacceptable expense, duplication and inefficiency will result from splitting off a small component of these aircraft and assigning it to another service.

c. The statement that the rank of the Commanding General of the Air Forces will be 'General.' The Commanding General of the Air Forces should have the rank, pay and allowances of 'General of the Armies' or a rank equivalent to the Chief of Staff, U.S. Army and the Chief of Naval Operations.

The term 'unity of command' should be replaced by 'unified command' wherever it appears in the War Department comments."

3. AC/AS-5 concurs that the formation of a separate Air Force is not a step toward the unification of forces, but rather would create three coequal forces in place of the now existing two. Strenuous objections should be maintained against any legislative action which does not unify strategic planning, procurement for and command of the armed forces at the highest possible level.

O. P. WEYLAND
Major General, U.S.A.
Assistant Chief of Air Staff--5

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S. 1614, a bill "Relating to the discharge status of members and former members of Army Air Forces Enlisted Reserve Corps who have participated in the Civil Aeronautics Administration war-training-service program"

21 December 1945

Chief of the Air Staff

1

Office of Legislative Services

Col.Reuschlein/hce/74480

Annexed is letter to the Chairman, Committee on Military Affairs, United States Senate, for the signature of the Secretary of War, constituting proposed War Department report on S. 1614, a bill "Relating to the discharge status of members and former members of Army Air Forces Enlisted Reserve Corps who have participated in the Civil Aeronautics Administration war-training-service program", together with a letter to the Director, Bureau of the Budget prepared for the signature of the Deputy Chief of Staff. There is annexed also for your signature and transmittal to the Chief, Legislative and Liaison Division, Office of the Chief of Staff, a summary sheet. These papers have been prepared in response to transmittal slip from the Chief, Legislative and Liaison Division dated 14 December 1945. This report is substantially similar to report previously made upon H. R. 2069, signed and dispatched by the Secretary of War 2 March 1945.

H. G. REUSCHLEIN
Colonel, JAGD
Deputy Chief, Legislative Services

For and in the absence of

WARREN S. IGE
Colonel, Air Corps
Chief, Legislative Services

Incl
Summary Sheet/w/Incls

hce
19-110-1

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11 August 1945

MEMORANDUM FOR THE CHIEF OF AIR STAFF:

SUBJECT: Legislation providing for the appointment of temporary general officers in the Post War Air Force.

PROBLEM

The establishment of appropriate regulations for the appointment of general officers in the Post War Army Air Forces Regular Establishment.

DISCUSSION

1. Under the present regulations, the Air Corps is required to depend for its permanent general officers on such general officers of the line as may be appointed from time to time. Brigadier generals of the line are appointed from among officers of the line commissioned in grades not below that of lieutenant colonel who are credited with twenty-eight years' continuous commissioned service in the Regular Army, except that twenty-five per cent may be chosen from grades not below lieutenant colonel without regard to length of service. Major generals of the line are appointed from among brigadier generals of the line. (See Tab A).

2. A regulation is still on the books which authorizes the rank of major general (temporary rank) for Commanding General, Headquarters Air Force and brigadier generals (temporary rank) for wing commanders in such numbers as may be determined by the President. Such appointments can be made only from permanent colonels and lieutenant colonels of the Air Corps who are flying officers, but no length of service is specified. (See Tab A).

3. In order to meet the requirements for general officers during the present emergency, regulations permit their appointment for the duration. In the absence of further legislation, the temporary appointments made during the present emergency will terminate six months after the emergency.

4. It is assumed that the Post War Army Air Forces Regular Establishment will be substantially larger than the pre-war establishment. Thus many more general officers will be required to man key positions than were required in the pre-war period. Since this post war period will be an extremely critical one for the Air Corps, considerable more

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flexibility should exist for the appointment of general officers to serve in these positions of leadership than existing regulations provide.

5. The total number of regular Army Air Forces officers who are permanent colonels and lieutenant colonels is approximately four hundred. It is not reasonable to expect that appointments as general officers of the line will be made in sufficient numbers from this group to man the Post War Air Force in its formative stages. General officers of the line are chosen from all eligible officers, and it cannot be expected that a large number of those selected will be from the Air Corps. These special measures, therefore, are required to meet the Air Forces expansion program. The other services presumably will not be expanded to the same extent in relation to their pre-war establishment and consequently, legislation for the Air Corps can be regarded as meeting a special situation. (See Tab B).

6. The leadership in the Air Corps in the period immediately following this war must be of the highest caliber. This war has produced outstanding Air Corps leaders, many of whom would not be eligible for permanent general officer appointments in the regular establishment under present regulations. It is to the advantage of the United States and to the Air Corps to keep these established leaders in the forefront in the post war period.

7. A system which would allow temporary appointment of general officers in the Air Corps to fill general officer vacancies in the post war Regular Establishment could be established without affecting the basic principles in the appointment of permanent general officers of the line. Those eligible for selection as temporary general officers should include any officers who attained the rank of colonel or higher in this war. Also anyone who attains the rank of lieutenant colonel or above in the post war Army Air Forces Regular Establishment should be eligible for appointment to temporary general officers rank. Regulations permitting the appointment of such temporary general officers should be confined to a period of ten years after the present emergency, at which time a reexamination could be made to ascertain whether the requirements for general officers of the Air Corps could be satisfactorily met under regulations governing the appointment of permanent general officers of the line.

ACTION RECOMMENDED

That attached MAW (See Tab C) be signed and forwarded as indicated thereon.

CONCURRENCES

AC/AS - 2 _____
AC/AS - 3 _____
AC/AS - 4 _____
AC/AS - 5 _____
Legislative Services _____
Special Projects _____

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TAB A

A

Sec. 4. OFFICERS.

"Officers commissioned to and holding in the Army the office of a general officer shall hereafter be known as general officers of the line. Officers commissioned to and holding in the Army an office other than that of general officer, but to which the rank of a general officer is attached, shall be known as general officers of the staff. * * * * Provided, That major generals of the line shall be appointed from officers of the grade of brigadier general of the line, and brigadier generals of the line shall be appointed from officers of the grade of colonel of the line whose names are borne on an eligible list prepared annually by a board of not less than five general officers of the line, not below the grade of major general: * * * *."

[illegible]

"Number of brigadier generals. - That the number of brigadier generals of the line of the Regular Army is hereby increased from forty-six to fifty, and hereafter upon the appointment of an officer below the rank of brigadier general to be chief of Infantry, Cavalry, Field Artillery, or Coast Artillery, he shall at the same time be appointed to be a permanent brigadier general of the line and an increase in the number of brigadier generals for this purpose is hereby authorized: Provided, That no further appointments to the grade of brigadier general of the line shall thereafter be made until the total number thereof shall be less than fifty: Provided further, That the selection of chief of branch shall not be limited to the list of brigadier generals." Act May 28, 1940 (54 STAT. 227).

"Appointment of certain general officers. - That hereafter brigadier generals of the line shall be appointed from among officers of the line commissioned in grades not below that of lieutenant colonel who are credited with twenty-eight years' continous commissioned service in the Regular Army as hereinbefore provided and whose names are borne on an eligible list prepared annually by a board of not less than five general officers of the line, not below the grade of major general: Provided, however, That not more than 25 per centum of the total authorized number of brigadier generals of the line may be appointed, without regard to length of service, from among officers of the line commissioned in grades not below that of lieutenant colonel and whose names are borne on such eligible list. Hereafter appointment as chief of any branch shall be made from among officers commissioned in grades not below that of lieutenant colonel who are credited with twenty-eight years' continous commissioned service in the Regular Army as hereinbefore provided, and who have demonstrated by actual and extended service in such branch or on similar duty that they are qualified for such appointment." Sec. 4, act June 13, 1940 (54 Stat. 381), as amended by act March 29, 1944, (58 Stat. 128; Public Law 268, 78th Congress).

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Sec. 4c. [illegible].

* * * "/And provided further, That during the period of seven years immediately following July 1, 1926, any appointment as Chief of the Air Corps shall be made from among officers of any grade of not less than fifteen years' commissioned service, and from those who have demonstrated by actual and extended service in such corps that they are qualified for such appointment; and as assistants from among officers of not less than fifteen years' commissioned service of similar qualifications: Provided, That the Chief of the Air Corps shall make recommendations to the Secretary of War for the appointment of his assistants./

Any officer who shall have served four years as chief or assistant chief of a branch or as commanding general of the General Headquarters Air Force or who shall have served two years as wing commander of the Air Corps and who may subsequently be retired, shall be retired with the rank, pay, and allowances authorized by law for the highest grade held by him as such chief, assistant chief, commanding general, or wing commander."

Sec 13a. AIR CORPS.

"There is hereby created an Air Corps. The Air Corps shall consist of one Chief of the Air Corps, with the rank of major general; three assistants with the rank of brigadier general; /one thousand five hundred and fourteen/ officers in grades from colonel to second lieutenant, inclusive; and forty-five thousand enlisted men, including not to exceed two thousand five hundred flying cadets, such part of whom as the President may direct being formed into tactical units or bands, organized as he may prescribe: * * * * *."

COGNATE ACTS

Sec. 5. The President is hereby authorized, by and with the advice and consent of the Senate, to appoint to temporary rank from among the permanent colonels and lieutenant colonels of the Air Corps who are "flying officers" as defined herein, or as may hereafter be defined, a commanding general of the General Headquarters Air Force with the rank of major general, and such number of wing commanders with the rank of brigadier general as may be determined by the President. Officers temporarily appointed under the provisions of this section shall hold such temporary appointments until relieved from such commands by order of the President. Such temporary appointments shall not vacate the permanent commissions of the appointees nor create vacancies in the grades in which they are permanently commissioned: Provided, That the provisions of this section shall not be construed to exclude the assignment to Air Corps tactical or other appropriate commands of qualified permanent general officers of the line who are "flying officers" so defined herein, or as may hereafter defined." Act June 16, 1936, (49 Stat. 1525).

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REGULAR ARMY COMMISSIONED OFFICERS - PERMANENT RANK - 30 JUNE 1944

Source of Information: Office of The Adjutant General

ARM OR SERVICE (ASSIGNMENT)

	Gen	Maj Gen	Brig Gen	Col	Lt Col	Maj	Capt	1st Lt	2nd Lt	Total
Retired	2	18	8	128	176	140	115	52	8	647
GD, Line	-	13	37	-	-	-	-	-	-	50
Inf	-	-	-	183	1228	384	463	774	624	3650
Cav	-	-	-	70	316	114	95	189	69	853
FA	-	-	-	108	512	277	280	396	317	1880
C A C	-	-	-	102	284	134	180	357	251	1308
AC	-	-	-	42	398	208	445	1169	802	3045
CE	-	-	-	53	178	127	136	305	238	1017
Sig C	-	-	-	15	105	43	32	92	84	371
AGD	-	-	-	17	54	14	4	-	-	89
J AGD	-	-	-	3	47	11	43	-	-	104
MC	-	-	-	31	330	58	37	82	31	569
FD	-	-	-	5	81	27	12	5	4	124
Ord Dept	-	-	-	53	123	45	65	31	45	362
CWS	-	-	-	17	41	12	14	9	15	108
PS	-	-	-	1	13	12	2	-	-	28
MC	-	-	-	334	33	232	577	104	-	1280
DC	-	-	-	76	21	22	136	19	-	274
VC	-	-	-	66	5	16	38	-	-	125
Ph C	-	-	-	5	1	16	24	10	1	57
Chap	-	-	-	20	22	15	72	10	-	139
Prof, USMA	-	-	-	6	2	-	-	-	-	8
Total	2	31	45	1335	3885	1877	2790	3594	2489	16048

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ETO Generals and Colonels by Temporary and Permanent Grades and Eligibility for Permanent Rank

1. Number of Generals (by rank of General Officer) and Colonels now on duty with the ETF and Theater Overhead, WDGS, and similar positions.

	General of Army	Gen	Lt Gen	Maj Gen	Brig Gen	Col	Total
a. With ETF	1	2	12	65	222	2664	2966
b. With WDGS, Theater etc.		1	2	9	27	32	71

2. Number of those in a. and b. above eligible for permanent rank of Colonel (those with 28 years or more commissioned service) and permanent rank of Lt. Colonel (those with 23 years to 28 years of commissioned service), but have not yet attained such permanent rank.*

	With AAF	60 Yrs or Over	With Overhead	60 Yrs or Over
Permanent Colonels	82	(3)	5	(-)
Permanent Lt Colonels	114	(3)	4	(-)

3. Number of AC and WAAF Regular Army Officers in 1a. and 1b. above by permanent grade of Lt Colonel or higher:

AC-Permanent Grade	With AAF Rated	With AAF 60 or Over	With AAF Non-Rated	With No Overhead 60 or Over	With No Overhead Rated	60 or Over	Non-Rated
Maj Gen	2	(1)	-		1		-
Brig Gen	-		-		1	(1)	-
Col	36	(4)	1	(1)	3		-
Lt Col	323	(5)	11	(3)	19		-
WAAF-Permanent Grade							
Col	6	(-)	48	(12)			
Lt Col	11	(-)	156	(13)			

NOTE: Report based upon latest available information in this Headquarters and includes Missing and Prisoners of War.

* Previously retired officers now on active duty and those who will be eligible for retirement are included.

Office of Statistical Control
2 August 1945 (38)

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TAB "C"

79th Congress
1st Session

H. R.

IN THE HOUSE OF REPRESENTATIVES

A BILL

The President is hereby authorized, by and with the advice and consent of the Senate, to appoint to temporary general officer rank, as required to fill position vacancies in the Air Corps for general officers, from among permanent colonels and lieutenant colonels of the Air Corps, and from among officers who have held the temporary rank of colonel or above in the Air Corps regardless of the permanent rank of such officers. Officers temporarily appointed under the provisions of this section shall hold such temporary appointments until relieved therefrom by order of the President. Such temporary appointments shall not vacate the permanent commissions of the appointees nor create vacancies in the grades in which they are permanently commissioned: Provided, That the provisions of this section shall not be construed to exclude the assignment to the Air Corps of qualified permanent general officers of the line. Provided further, That the legislation shall expire ten (10) years from its effective date unless sooner repealed.

TAB "C"

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Legislation Providing for the Appointment of Temporary General Officers in the Post War Air Force.

Office of Legislative Services 11 August 1945

1
The Chief of Air Staff Col. Casner/jg/73430

It is desired that necessary action be taken to obtain Congressional action on the bill attached hereto as Inclosure 1.

1 Incl:
Tab C re Present
Legislation Governing
Appointment of General
Officers.

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28 July 1945

MEMORANDUM FOR THE RECORD:

Subject: H.R. 3405, a bill "To provide for the establishment and operation of a Military Aviation Academy"

Col Moffat and Col Cook this date coordinated the above paper for AFAFP-50 (unclassified) which was summary sheet prepared by Lt Col Reuschlein of OIS, dated 27 July. This covers the reply of the War Department to be used as their report to Mr. May, Chairman of the House Committee on Military Affairs, favoring the passage of H.R. 3405 if amended as suggested - in establishment of an "Air" Academy as distinguished from Military Aviation Academy. Copy of recommendations was inclosed.

/nd

RCM.

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EXTRACT FROM ARMY-NAVY JOURNAL 28 APRIL 1945.

STUDY RESERVISTS' RETIREMENTS

A revision of military retirement laws to cover retired officers on active duty and members of Reserve components who are not physically disabled is now being studied by a committee of the Inter-departmental Personnel Board which Vice Adm. Randall Jacobs, Chief of Personnel, heads.

What conclusions will come from the study are, of course, not known, but under consideration are:

Retirement of members of Reserve components not disabled under present laws on a sliding pay scale determined by the degree of disability found to exist.

Providing for some advancement in rank for retired personnel who are serving on active duty.

There is a large number of retirement bills pending in Congress. One, passed by the Senate in the 78th Congress but not acted upon by the House and reintroduced in slightly modified form would apply to retired Army officers recalled to active duty, promoting them after completion of active service periods before and after retirement roughly corresponding to the periods of active service prescribed for active-list officers by the service-in-grade promotion act of 13 June 1940.

Another bill, introduced this week by Representative Harless, of Ariz., also a counterpart of measures introduced in the 78th Congress would provide that any officer in any component of the Army who is discharged or released from active service in this war, who has had fifteen years' service, of which at least two were active service, would upon reaching statutory retirement age be entitled to retired pay of 2½ per cent of active-duty pay to a maximum of 75 per cent for each year a commission was held in any component of the Army.

A third bill, reintroduced by Senator Walsh, Mass., after it died in the 78th Congress in the face of adverse comments by the War and Navy Departments, would extend retirement privileges to personnel who have served in both World Wars.

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79TH CONGRESS
1ST SESSION

H. R. 2694

IN THE HOUSE OF REPRESENTATIVES

MARCH 20, 1945

Mr. KEFAUVER introduced the following bill; which was referred to the Committee on Military Affairs

A BILL

To provide for the retirement of certain officers and former officers of the National Guard of the several States, Territories, and the District of Columbia.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That in the administration of all laws relating to the retirement of officers of the Regular Army, any officer or former officer of the National Guard of any State, Territory, or the District of Columbia, and any Reserve or former Reserve officer who shall have completed not less than twenty years' service, enlisted or commissioned or combined, including not less than seven years' service on active duty, and who is fifty-five years of age or over, and who served in the armed

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forces either between April 6, 1917, and November 12, 1918, or between December 6, 1941, and the close of hostilities of World War No. II shall, upon filing application therefor with the Secretary of War, be placed on the unlimited retired list of the Army, and be entitled to receive retired pay at a rate of 2½ per centum of his active-duty pay in the highest rank held on active duty, multiplied by the number of years of active duty performed, not to exceed 75 per centum of such active-duty pay. A fractional year in excess of six months shall be considered a full year in computing the number of years of active duty by which the rate of 2½ per centum is multiplied.

SEC. 2. In determining eligibility and computing retired pay of any officer or former officer under this Act there shall be included in addition to service in the National Guard of any State, Territory, or the District of Columbia, and the National Guard of the United States, all service which is authorized to be included in the case of the retirement of an officer of the Regular Army. In determining length of service on active duty, there shall be included all active duty performed in encampments, maneuvers, and other exercises, at service schools, colleges, and practical courses of instruction, under Federal supervision and while receiving Federal pay. And in the case of members or former members of the National Guard or State militia time

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spent therein shall count as follows: Fifty per centum for time spent as adjutant general or assistant adjutant general of a State or Territory, if service was full-time paid service; 40 per centum for time spent as commanding officer of a company, battery, regiment, division, or similar unit; 30 per centum for time spent as first sergeant of a company, battery, or similar unit; and 20 per centum for all other National Guard service, and this shall be in addition to any and all active Federal duty.

This Act shall apply equally to the Reserves or militia of the Navy, Marine Corps, and Coast Guard.

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79TH CONGRESS
1ST SESSION

H. R. 2694

A BILL

To provide for the retirement of certain officers and former officers of the National Guard of the several States, Territories, and the District of Columbia.

By Mr. KEFAUVER

MARCH 20, 1945
Referred to the Committee on Military Affairs

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STATUS REPORT: No.
1 June 1945

Lt. Col. M. B. Towman
(wtn 31 May 1945)

PROBLEM: To determine the organization and functions of the Office of Legislative Services in the Post-War Air Force.

PROPOSED PLAN: The Office of Legislative Services will prepare proposed legislation for the Post-War Air Force and presentations to Congress. It will maintain files of proposed legislation pertinent to the Post-War Air Force.

ADD'L CONTINGENCIES & STUDIES: Complete solution dependent upon proposed legislation affecting the Post-War Air Force and upon ultimate decision as to Air Force autonomy.

IMPLEMENTATION: The Office of Legislative Services will itself prepare enabling legislative proposals for the Post-War Air Force, implementing as well thereby the plan for its own organization and functions in the Post-War Air Force.

STATUS: Complete solution awaits determinate legislation, so no target date has been set for this plan.

FILE: PE Branch: 19-110-1, Office of Legislative Services (organization and function)

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79TH CONGRESS
1ST SESSION

S. 326

IN THE SENATE OF THE UNITED STATES

JANUARY 15, 1945

Mr. MCCARRAN introduced the following bill; which was read twice and referred to the Committee on Commerce

A BILL

To create the All-American Flag Line, Incorporated, and to assure the United States world leadership in the field of air transportation.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That this Act, divided into sections according to the following table of contents, may be cited as the "All-American Flag Line Act of 1945":

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(b) Class A stock—dividends.
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(e) Eligible subscribers.
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(g) Reallocation of stock.
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CREATION OF ALL-AMERICAN FLAG LINE, INCORPORATED

CORPORATE NAME

SEC. 1. (a) Sixty days after the effective date of this Act, there is hereby created a body corporate with the name "All-American Flag Line, Incorporated" (herein called the Corporation).

PURPOSE

(b) The purpose of the Corporation shall be to operate

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as an air carrier in foreign air transportation and to provide transportation by air throughout the world, under the American flag, for persons, property, and mail.

OFFICES OF CORPORATION

(c) The Corporation shall have its principal office in the District of Columbia, but may establish branch offices or agencies in any city or cities of the United States or of any foreign country, under rules and regulations prescribed by its board of directors.

CORPORATE POWERS

(d) The Corporation shall have the following powers: To make contracts; to sue and be sued, complain and defend in any court; to have succession until dissolved by Act of Congress; to receive, hold, own, use, mortgage, and dispose of such real estate and personal property as shall be necessary for its corporate purposes; to adopt, with the approval of the Civil Aeronautics (Board) Authority (hereinafter called the Authority), a corporate seal that shall not thereafter be altered; to adopt a constitution, bylaws, and regulations to carry out its purposes not inconsistent with the provision of this Act or the laws of the United States or of any State; to establish and maintain offices and buildings for the conduct of its business; to establish State, Territorial, and foreign organizations and local branches; to acquire and control subsidiaries in the

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furtherance of its corporate purposes without regard to the provisions of any antitrust law; to receive by devise, bequest, donation, or otherwise, property, either real or personal, and to hold the same absolutely or in trust, and to invest, reinvest, and manage the same in accordance with the provisions of its constitution, and to apply said property and the income arising therefrom to the furtherance of its corporate purposes and, in the case of property devised, bequeathed, or donated, in accordance with instructions of its donors; to exercise by its board of directors or duly authorized agents any powers specifically granted by the provisions of this subsection or by the constitution and bylaws of the Corporation, and such incidental powers as shall be necessary to carry out the powers so granted; to appoint by its board of directors such officers and employees as it deems necessary, to define their duties, fix their compensation, require bonds of them and fix the penalty thereof, and to dismiss at pleasure such officers or employees; and generally to do all such acts and things as may be necessary and proper in carrying into effect the purposes of the Corporation.

GOVERNMENTAL ASSISTANCE

(e) In furtherance of its corporate purposes, the Corporation is authorized to call upon any department or

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agency of the United States Government for such cooperation or assistance, other than direct financial assistance, as such department or agency may render.

ISSUANCE OF STOCK

CLASSES OF STOCK

SEC. 2. (a) The capital stock of the Corporation shall be divided into two classes, class A and class B. The total amount of class A stock which shall be issued shall be $200,000,000. There shall be no limit on the amount of class B stock which may be issued, subject to the approval of the Authority, as provided in section 3.

CLASS A STOCK—DIVIDENDS

(b) Class A stockholders shall be entitled to payment of dividends out of net earnings at the rate of 6 per centum per annum on the capital stock paid in by them, which dividends shall be cumulative, or to the extent of 25 per centum of such net earnings in any one year, whichever amount shall be the greater, but in no case more than 8 per centum per annum on the capital stock paid in by them.

CLASS B STOCK—DIVIDENDS

(c) Class B stockholders shall be entitled to payment of such dividends out of net earnings as the board of direc- Corporation shall declare subject to the approval tors of the of the Authority.

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VOTING STOCK

(d) Class A stock shall be voted at meetings of stockholders. Class B stock shall not be so voted.

ELIGIBLE SUBSCRIBERS

(e) Eligible subscribers to class A stock shall be air carriers holding certificates issued by the Authority authorizing foreign air transportation, or authorizing interstate air transportation other than air transportation wholly within Alaska.

LIMITATION ON STOCK OWNERSHIP

(f) Each air carrier eligible to subscribe for class A stock shall be entitled to subscribe for such stock in the amount of at least $5,000,000, or in such larger amount which, proportionate to the whole amount of such stock, is not greater than the proportion which the gross operating revenue of such air carrier for the calendar year 1943, as determined by the Authority, bears to the total gross operating revenues of all such eligible air carriers, similarly determined: *Provided*, That no subscription shall be received from any air carrier for class A stock in an amount less than $5,000,000 or in excess of $50,000,000.

REALLOCATION OF STOCK

(g) If any air carrier eligible to subscribe for class A stock shall fail to apply, within thirty days after the effective date of this Act, for the full amount of such stock to which

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such carrier is entitled, such stock not applied for shall be reallocated among all other eligible air carriers on the basis of the relationship which the gross revenue of each such carrier bears to the total gross revenues of all such carriers, subject to the maximum limitations provided in subsection (f). No stockholder shall hold or retain at any time class A stock in a total amount exceeding $50,000,000.

CASH SUBSCRIPTIONS; SPECULATIVE TRADING BANNED

(h) Subscriptions for class A stock shall be accompanied by payment in full for such stock at par. Class A stock of the Corporation shall not be traded on any stock exchange or curb market; nor shall such stock be sold or transferred except with the approval of the Authority.

ISSUANCE OF CLASS B STOCK

(i) Class B stock shall be issued only in payment for assets purchased by the Corporation from holders of class A stock as provided in section 3.

PURCHASE OF ASSETS OF CLASS A STOCKHOLDERS

CONDITION PRECEDENT

SEC. 3. (a) No air carrier shall subscribe or offer to subscribe for class A stock of the Corporation unless such air carrier has agreed without reservation, after becoming a stockholder of the Corporation to sell, transfer, and assign to the Corporation for fair market value, any or all physical properties, equipment, operating facilities, licenses, fran-

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chises, leases, goodwill, or other valuable rights owned by such stockholder and used in foreign air transportation, to the full extent that the Corporation shall require such sale, transfer, and assignment; and to accept in payment therefor class B stock of the Corporation having a par value equivalent to the purchase price.

DETERMINATION OF MARKET VALUE

(b) Determination of the fair market value of any assets held by a holder of class A stock shall be made for the purposes of subsection 3 (a) by a board of appraisal, composed of two members nominated by the holder of class A stock, two members nominated by the Corporation, and a member nominated by the Authority.

RIGHT OF PURCHASE UNAFFECTED BY PARTIAL EXERCISE

(c) Exercise by the Corporation of its right of purchase, pursuant to this section or any agreement made hereunder, of any assets of any holder of class A stock, shall not affect the right of the Corporation subsequently to purchase any other assets of such holder.

MANAGEMENT OF CORPORATION

SEC. 4. Management of the Corporation shall be vested in a board of directors consisting of one member designated by each holder of class A stock, and ten additional members, who shall be elected annually by the holders of class A stock.

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LIMITATIONS ON CORPORATE OBLIGATIONS

SEC. 5. The Corporation is authorized and empowered to issue and to have outstanding at any one time in an amount aggregating not more than three times the amount of its issued capital stock, including both class A and class B shares, its notes, debentures, bonds, or other such obligations, to be redeemable at the option of the Corporation before maturity in such manner as may be stipulated in such obligation, and to bear such rate or rates of interest, and to mature at such time or times as may be determined by the Corporation: *Provided*, That any issue of such securities by the Corporation shall not be made without the approval of the Authority, as herein provided: *Provided further*, That the Corporation may sell on a discount basis short-term obligations payable at maturity without interest. All notes, debentures, bonds, and other such obligations of the Corporation shall be secured by assets of the Corporation in such manner as may be provided by its board of directors. Such obligations shall be offered for sale at such price as the Corporation by its board of directors may determine. Any or all obligations of the Corporation may be purchased by the Secretary of the Treasury with any funds in the Treasury not otherwise obligated.

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ORGANIZATION OF CORPORATION

AUTHORITY TO ACT AS TRUSTEE

SEC. 6. (a) Immediately after this Act becomes effective, the Authority shall proceed as promptly as possible to determine the air carriers eligible to subscribe for class A stock of the Corporation, and the amount of such stock to which each such carrier is entitled, and shall advise each such carrier of its determination. The Authority shall, as trustee for the Corporation, receive subscriptions for class A stock of the Corporation, make necessary provisions for issuance of such stock, and shall, during the period terminating sixty days after the effective date of this title, do and perform all other and further acts necessary to proper effectuation of the purposes of this Act.

FIRST MEETING OF BOARD OF DIRECTORS

(b) On the day sixty days after the effective date of this Act, or, if such day be a Sunday or a legal holiday, then on the day next following, all of the class A stock of the Corporation shall be issued to eligible subscribers for such stock in such amounts as the Authority shall have determined in accordance with the provisions of this Act; class A stockholders of the Corporation shall meet and elect a board of directors as provided in section 4; and the board of directors so elected shall adopt a corporate seal, and shall take such other and further action as may be then and there required,

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in the opinion of the board, and further effectuate the provisions of this Act.

AIR CARRIER CERTIFICATE TO ISSUE

SEC. 7. On the day following creation of the Corporation, the Authority shall, in conformity with the Federal statutes governing such issuance, issue to the Corporation a certificate of public convenience and necessity as an air carrier in foreign air transportation.

EXTENSIONS OF SERVICE MAY BE REQUIRED OF CORPORATION

SEC. 8. The Authority, upon certification by the Secretary of State that any action is necessary in the public interest (A) for the maintenance of cooperative relationships between the United States and any foreign country, or (B) in furtherance of national policy, or (C) for the performance of any obligation of the United States imposed by treaty, may by order require the Corporation to make any extensions of its existing service, or to establish and provide any new service, in air transportation otherwise than between points in the continental United States (not including Alaska) : *Provided*, That if the Authority requires the Corporation so to extend its service or to provide new service, it shall issue its order making such requirement only under such conditions as will guarantee to the Corporation a reasonable compensation for the service it is so required

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to perform. Within the limits of available appropriations made by the Congress therefor, the Authority is authorized and directed, when necessary for compliance with the provisions of this section, to make direct payments to the Corporation which, together with all other revenue of the Corporation, will enable it most effectively to promote the public interest. Such payments shall be subject to such terms, conditions, and limitations as the Authority may prescribe, having regard for the provisions of this section.

INTERSTATE AIR TRANSPORTATION AND INTERSTATE AIR COMMERCE

SEC. 9. No certificate to engage in interstate air transportation and no license to engage in interstate air commerce shall be granted to or held by All-American Flag Line, Incorporated, or any subsidiary thereof.

AIR MAIL

SEC. 10. No air carrier except All-American Flag Line, Incorporated, shall be authorized, by any certificate covering operations in foreign air transportation, to transport United States mail.

SECRETARY OF STATE

AGREEMENTS WITH FOREIGN GOVERNMENTS

SEC. 11. (a) The Secretary of State shall advise the Authority of, and consult with the Authority concerning,

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the negotiation of any agreements with foreign governments affecting or in connection with air navigation or air commerce.

AGREEMENTS FOR BENEFIT OF ALL-AMERICAN FLAG LINE, INCORPORATED

(b) The Secretary of State may negotiate agreements with foreign governments in the name of the United States for the benefit of All-American Flag Line, Incorporated.

AVAILABILITY OF SERVICES AND FACILITIES

(c) In connection with negotiations by All-American Flag Line, Incorporated, with foreign governments or foreign nationals, the Secretary of State shall, when requested to do so, make available any and all services and facilities of the State Department in furtherance of such negotiations.

LIMITATION OF NEGOTIATIONS

(d) Except as herein provided, the Secretary of State shall not negotiate agreements with any foreign government or foreign national for the benefit of any air carrier engaged in foreign air transportation.

OTHER STATUTES

SEC. 12. All-American Flag Line, Incorporated, shall be subject to all provisions of Federal statutes applicable to air carriers, unless otherwise provided herein.

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SEPARABILITY

SEC. 13. If any provision of this Act or the application thereof to any person or circumstance is held invalid, the remainder of the Act and the application of such provision to other persons or circumstances shall not be affected thereby.

EFFECTIVE DATE OF ACT

SEC. 14. The provisions of this Act shall become effective sixty days after enactment: *Provided*, That the Authority shall, if it finds such action necessary or desirable in the public interest, by general or special order, postpone the effective date of any provision of this Act, except this section, to such time as the Authority shall prescribe, but not beyond the one hundred and eightieth day following the enactment of this Act.

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79TH CONGRESS
1ST SESSION

S. 805

IN THE SENATE OF THE UNITED STATES

MARCH 30 (legislative day, MARCH 16), 1945

Mr. THOMAS of Utah introduced the following bill; which was read twice and referred to the Committee on Military Affairs

A BILL

To insure further the military security of the United States by preventing disclosures of information secured through official sources.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That whoever, by virtue of his employment by or performance of services for the United States or by virtue of his service in the armed forces of the United States, having obtained, or having had custody of, access to, or knowledge of (1) any information concerning the nature, preparation, or use of any code, cipher, or cryptographic or cryptanalytical system of the United States or any foreign government, or (2) any information concerning the design, construction, use,

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maintenance, or repair of any device, apparatus, or appliance used or prepared or planned for use by the United States or any foreign government for cryptographic or cryptanalytic purpose, or (3) any material which has been, or purports to have been, prepared or transmitted in or by the use of any code, cipher, or cryptographic system of the United States or any foreign government, or (4) any information concerning the cryptographic or cryptanalytic activities of the United States or any foreign government, or (5) any information which has been or purports to have been derived from cryptanalysis of messages transmitted by the United States or any foreign government, shall, without authorization by the head of the department or agency by which such person was employed or in which he performed services at the time when he had custody of or access to or obtained knowledge of the above-described information or material, communicate, furnish, or transmit to another or publish any such information or material, shall be fined not more than $10,000, or imprisoned not more than ten years, or both. Authorizations, as herein provided, shall be granted only in accordance with regulations prescribed by the President.

SEC. 2. Whoever, by virtue of his employment by or performance of services for any foreign government or by virtue of his service in the armed forces of any foreign government, having obtained, or having had custody of access

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to, or knowledge of (1) any information concerning the nature, preparation, or use of any code, cipher, or cryptographic or cryptanalytical system of the United States, or (2) any information concerning the design, construction, use, maintenance, or repair of any device, apparatus, or appliance used or prepared or planned for use by the United States for cryptographic or cryptanalytic purpose, or (3) any material which has been, or purports to have been, prepared or transmitted in or by the use of any code, cipher, or cryptographic system of the United States, or (4) any information concerning the cryptographic or cryptanalytic activities of the United States, or (5) any information which has been or purports to have been derived from cryptanalysis of messages transmitted by the United States, shall, without joint authorization by the Secretary of State, the Secretary of War, and the Secretary of the Navy communicate, furnish, or transmit to another or publish any such information or material, shall be fined not more than $10,000, or imprisoned not more than ten years, or both.

SEC. 3. The term "foreign government" as used herein includes any person or persons acting or purporting to act for or on behalf of any military or naval force, faction, party, department, agency, or bureau of or within a foreign country, or for or on behalf of any government or any person or persons purporting to act as a government within a foreign

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country, whether or not such government is recognized by the United States.

SEC. 4. (a) The term "cryptographic" as used herein includes any code, cipher, secret writing, deception, mechanical or electrical device, or other method used to disguise or conceal the meaning of any communication.

(b) The term "cryptanalytic" as used herein includes all methods of interception and all methods of obtaining information of the contents of cryptographic communication.

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79TH CONGRESS
1ST SESSION

H. R. 550

IN THE HOUSE OF REPRESENTATIVES

JANUARY 3, 1945

Mr. RANDOLPH introduced the following bill; which was referred to the Committee on Expenditures in the Executive Departments

A BILL

To establish a Department of Defense, to consolidate therein the Department of War and the Department of the Navy, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled. That this Act may be cited as the National Defense Reorganization Act.

ESTABLISHMENT OF DEPARTMENT OF DEFENSE

SEC. 2. (a) There is hereby established at the seat of government an executive department to be known as the Department of Defense, which shall be administered by a Secretary of Defense, who shall be appointed by the President, by and with the advice and consent of the Senate, and

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who shall receive the same compensation as other heads of executive departments.

(b) Section 158 of the Revised Statutes is amended to include the Department of Defense, and the provisions of title IV of the Revised Statutes, as now or hereafter amended, shall be applicable to the Department.

(c) The Secretary of Defense shall cause a seal of office to be made for the Department, of such device as the President shall approve, and judicial notice shall be taken thereof.

(d) There shall be in the Department of Defense three Under Secretaries of Defense and three Assistant Secretaries, to be appointed by the President, by and with the advice and consent of the Senate, who shall perform such duties as may be required by law or prescribed by the Secretary of Defense. Each Under Secretary shall receive compensation at the rate of $12,000 per annum, and each Assistant Secretary shall receive compensation at the rate of $10,000 per annum. The Under Secretaries shall be known, respectively, as the Under Secretary for the Army, the Under Secretary for the Navy, and the Under Secretary for the Air Force, and, so far as practicable, each such Under Secretary shall, under the general direction of the Secretary of Defense, have charge of that branch of the national defense indicated by this title. The Assistant Secretaries shall be known, respectively, as the Assistant Secretary for the Army, the Assistant Sec-

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retary for the Navy, and the Assistant Secretary for the Air Force, and each such Assistant Secretary shall, under the direction of the appropriate Under Secretary, assist in the administration of that branch of the national defense indicated by his title. There shall also be in the Department such other officers and employees as shall be transferred to the Department of Defense under this Act, and such other officers and employees as may from time to time be provided for by Congress.

TRANSFER OF WAR AND NAVY DEPARTMENTS

SEC. 3. (a) The Department of War and the Department of the Navy and all that pertains thereto are transferred to the Department of Defense, and the Department of War and the Department of the Navy shall cease to exist as separate executive departments.

(b) The offices of Secretary of War, Secretary of the Navy, Under Secretary of War, Under Secretary of the Navy, Assistant Secretary of War, Assistant Secretary of the Navy, Assistant Secretary of War for Air, and Assistant Secretary of the Navy for Air are abolished, and the functions, powers, and duties vested in and imposed upon such officers are hereby vested in and imposed upon the Secretary of Defense.

(c) The transfer to the Department of Defense, under this Act, of officers and employees of the Department of

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War and the Department of the Navy shall be without changes in classification or compensation, but the Secretary of Defense is authorized to make such changes in the titles and designations and prescribe such changes in the duties of such officers and employees as he may deem necessary to carry out the purposes of this Act.

(d) All unexpended appropriations in respect of the Department of War or the Department of the Navy shall be available for expenditure by the Department of Defense and shall be treated as if the Department had been originally named in the laws making the appropriations.

ESTABLISHMENT OF AN AIR FORCE AS A SEPARATE BRANCH OF DEFENSE

SEC. 4. There is hereby established under the jurisdiction of the Department of Defense a separate branch of the armed forces, to be known as the Air Force. The Air Corps of the Army and all that pertains thereto are transferred to the Air Force. The President shall be Commander in Chief of the Air Force.

SEC. 5. (a) There are hereby created in the Air Force commissioned offices of such number as the President may determine to be necessary. The President is authorized to establish appropriate grades for such commissioned offices and to prescribe titles for such grades.

(b) The President is authorized—

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(1) to appoint, by and with the advice and consent of the Senate, to the commissioned offices in the Air Force, officers of the Air Corps of the Army, and such other individuals as the President may determine to be fitted to perform the duties thereof:

(2) to prescribe the pay and allowances for the offices created by subsection (a) until otherwise provided by Congress, but no officer appointed under authority of this subsection shall receive lower pay or allowances than he was receiving as an officer of the Army when so appointed.

(c) Upon the taking office of any officer of the Air Corps of the Army, appointed under authority of subsection (b), the office held by him in the Army is abolished and the authorized strength of such branch of the national defense is reduced accordingly.

(d) Notwithstanding the provisions of section 3, any officer of the Air Corps of the Army who is not appointed and confirmed as authorized in this section shall continue as an officer of the Army, as the case may be, without loss of grade or rank.

SEC. 6. The President is authorized—

(1) To establish appropriate grades and ratings in the Air Force, to assign thereto warrant officers and enlisted

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men of the Air Corps of the Army transferred to the Air Force under this Act, and to prescribe their pay and allowances, until otherwise provided by Congress, but no such warrant officer or enlisted man shall receive lower pay and allowances in the Air Force than he was receiving in the Army or the Navy.

(2) To make such changes in the titles of and prescribe such new duties for civilian personnel of the Air Corps of the Army transferred to the Air Force under this Act as he may deem necessary. The transfer of such civilian personnel shall be without change in classification or compensation.

SEC. 7. All unexpended appropriations in respect of the Air Corps shall become available for expenditure by the Air Force and shall be treated as if the Air Force had been originally named in the laws making the appropriations.

MISCELLANEOUS

SEC. 8. (a) Until otherwise provided by Congress, the President is authorized, for the purpose of perfecting the organization and coordinating the activities of the Department of Defense and of the Air Force created by this Act, (1) to consolidate, eliminate, or redistribute the functions of offices, bureaus, agencies, branches, and organizations, to create new ones and fix the powers, duties, and functions of their executive heads; and (2) to take such other

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action, not inconsistent with the provisions of this Act, as he may deem necessary.

(b) Insofar as is practicable and not inconsistent with the provisions of this Act, and until otherwise provided by Congress, (1) the administration of the Department of Defense shall be governed by the laws in force with respect to the Department of War and the Department of the Navy at the time of their transfer under this Act, and (2) the Air Force shall be governed by the laws in force (including laws relating to relative rank, promotion, retirement, enlistment, and appointment of new personnel, reserves, and articles for the government of the Army and the Navy) with respect to the Air Corps of the Army at the time of their transfer under this Act.

(c) The Secretary of Defense shall investigate and report to Congress a plan for further perfecting the organization and coordinating the activities of the Department of Defense and of the Air Force, together with such recommendations for legislation as he may deem necessary for carrying out such plan.

SEC. 9. All orders, rules, regulations, and permits or other privileges made, issued, or granted by or in respect of the Department of War or the Department of the Navy or by or in respect of the Air Corps of the Army and in effect

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at the time of the transfer of such departments and corps under this Act, shall continue in effect to the same extent as if such transfer had not occurred, until modified, superseded, or repealed.

SEC. 10. The Secretary of Defense shall make annually at the close of each fiscal year a report in writing to Congress giving an account of all moneys received and disbursed by him and the Department, describing the work done by the Department, and making such recommendations as he shall deem necessary for the effective performance of the duties and purposes of the Department.

TIME OF TAKING EFFECT

SEC. 11. This Act shall take effect upon its enactment, except that sections 2 and 9, inclusive, shall take effect when the Secretary of Defense, the Under Secretaries of Defense, and the Assistant Secretaries of Defense have taken office.

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FILE NO.
145.041A-7

Mar 1947

TO BE RETURNED
TO THE ARCHIVES
OF THE AAF
HISTORICAL OFFICE

11-3-23

Responsible Officer_____

AFAEP
POST WAR DIVISION
Rm. 3D130
Ext. 74024

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11-3-23 COMMENTS - IPWAF - AIR PROVOST MARSHALL

11-3-23

4331-7

Responsible Officer_____

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POST WAR DIVISION
Rm. 3D130
Ext. 74024
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HEADQUA RS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	921
FILE NO.	

SUBJECT: Establishment of the Air Provost Marshal General's Office and a Corps of Military Police on a Permanent Basis for our "Initial Post War Air Force".

TO: Air Provost Marshal

DATE 1 March 1944

FROM: AC/AS, Plans.

COMMENT NO. 1
JCT/lay/3979

1. Reference is made to Memorandum for Chief of Air Staff, dated 25 February 1944, from Commanding General, Army Air Forces, and to the study "Initial Post War Air Force", attached hereto.

2. It is requested that you prepare and forward to this office by March 31, 1944 the specific study listed in Paragraph 2 g., Section IV, of the Enclosure.

JCT Rob Hamilton
for R. C. MOFFAT, Col. GSC.
Colonel, G. S. C.,
Chief, Post War Division.
Office AC/AS, Plans.

Encl.
Memo for C/AS and
study as stated

DECLASSIFIED
DOD DIR 5200.9, 27 Sep 58

TO: AC/AS, Plans

DATE 31 March 1944

FROM: Air Provost Marshal

COMMENT NO. 2
JSG/mkb/78478

1. This office has carefully studied the responsibility and organization of a Security Corps for inclusion in the post war Air Force on the basis of experience of the Air Provost Marshal's Office during the present war, and has, in addition, studied the reports and recommendations of a Provost Marshal organization from the following sources:

a. The report of the Provost Marshal General of World War I.
b. The Provost Marshal organization of the Royal Air Force.
c. The study prepared by the Provost Marshal General recommending the organization and security of the post war army.

2. As a result of these studies, it has become apparent that the effective organization of provost marshal responsibilities should be based on centralized control of security measures at all command levels by one staff agency under the Commanding General of the Air Force. The outstanding weakness of provost marshal activities within the AAF in the present war has been the lack of control of the assignment of qualified provost marshals in the lower echelons of commands, which has been the prerogative of the commanding officer at each level. As a result, officers without training, natural ability or interest in the security problem have been assigned with a consequent lack of effective control of both physical and personnel security. In practically all foreign military establishments, and in the post-war plan proposed by The Provost Marshal General, the security function is regarded as a mission entirely

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

SECRET

TALLY NO.	AFDPM-2
FILE NO.	

SUBJECT: Establishment of the Air Provost Marshal General's Office and a Corps of Military Police on a Permanent Basis for our "Initial Post War Air Force" (Cont'd)

TO: AC/AS, Plans

DATE 31 Mar 1944

FROM: Air Provost Marshal

COMMENT NO. 2(Cont'd)
JSG/mkb/78478

independent of tactical or service operation with the provost marshal being responsible only to his immediate superior provost marshal for the security of physical installations and the discipline of personnel.

3. Provost Marshal functions, unlike those of any other function, apply to all physical installations and to every officer and enlisted man within the AAF, and deal almost exclusively with intangibles, rather than specific property or equipment or definite groups of personnel. There is no definite yardstick for either human behavior or physical security which can be applied in the same sense that equipment or personnel can be measured or evaluated by such branches as Ordnance or Quartermaster. Security of physical installations and the control of personnel is to a large extent independent of both training and operations and is not directly related to either tactical or service activities conducted at any installation.

4. For these reasons it is recommended that a Security Corps within the post war Air Force be established under the command of the Air Provost Marshal who would be responsible for the following:

a. Recruitment, training and assignment of officers and enlisted men for the performance of the security mission.
b. Investigation of crime and accidents in which military personnel are involved.
c. Protection of property of all air forces installations against all natural hazards.
d. Enforcement of base regulations.
e. Enforcement of order and discipline among military personnel.
f. Enforcement of security regulations pertaining to all classified equipment and documents within this Hq and at each AAF facility to insure compliance with the provisions of regulations governing the security and safeguarding of all military information.

5. It is further recommended that in order to carry out the foregoing functions that the Security Corps be entirely separate from any other staff activity, such as Intelligence or Public Relations, as reflected in Proposed Functional Air Base Organization Chart No. 6, and that Section D under the heading 'Deputy for Administration and Services' of this chart be amended to read as follows:

"D" Provost Marshal

1. Military Police
2. Internal Security

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HEADQUA RS ARMY AIR FORCES

ROUTING AND RECORD SHEET

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TALLY NO.	AFDPM-2
FILE NO.	

SUBJECT: Establishment of the Air Provost Marshal General's Office and a Corps of Military Police on a Permanent Basis for our "Initial Post War Air Force" (Cont'd.)

TO: AC/AS, Plans

DATE 31 Mar 44

FROM: Air Provost Marshal

COMMENT NO. 2 (Cont'd)
JSG/mkb/78478

3. Police and Prisons

4. Investigations

2 Incls
Incl 1 - n/c
Added 1 Incl - Incl 2
Tab "A", Prpsd org
of Security Corps

H. G. REYNOLDS
Colonel, Air Corps
Air Provost Marshal

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11-3-22 COMMENTS - IPWAF - AIR SURGEON

11-3-22

Responsible Officer_____

145.6418-8

5 Feb 1944

AFAEP

POST WAR DIVISION

Rm. 3D130

Ext. 74024

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11-3-22 COMMENTS - IPWAF - AIR SURGEON

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Tab "A" to Air Surgeon's
Comments on IPWAF
Dec. 11, 1943 Letter.

RCM

ASST. CHIEF OF AIR STAFF, PLANS

WAR DEPARTMENT

WASHINGTON, D. C.

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Initial Post War Air Force.

5 February 44

AC/AS, Plans.

2

The Air Surgeon.

GFB:BMM 6487

1. Reference Secret letter, subject: "Post War Air Force," dated 13 December 1943, the following comments are submitted.

2. Reference Tab A, it is strongly recommended that the Air Surgeon be placed in the same relationship to the Chief of Air Staff as the Air Inspector. This is necessary because:

a. The Air Surgeon must deal directly with the Chief of Air Staff on many matters of a purely personal and confidential nature relating only to the sick officer and his family. Such information must be divulged only to the Chief of Air Staff and the Air Surgeon. The Air Surgeon should not be required to pass such information through others, even including deputies of the Air Staff.

b. The medical matters of the AAF pertain equally to all components of the Air Staff. It would be impossible to say under which of the three deputies the Air Surgeon should operate, for his problems are equally involved with all, and there are additional problems which do not logically come under any of the three deputies. In relation to the deputy for operations, the Air Surgeon has the functions listed in Inclosure No. 2; in relation to the deputy for administration and services, the functions listed in Inclosure No. 3; and in relation to the deputy for supply and maintenance, the functions listed in Inclosure No. 4. In addition, the Air Surgeon has such other functions as refer purely to matters which do not logically come under the jurisdiction of any of the three deputies, such as the following:

Aviation medicine
Standards for medical and surgical care
Care of flyers reports and procedures
Aircraft accidents reports and procedures
Professional care
Hospitalization
Evacuation of the sick and wounded
Convalescent and rehabilitation program
Psychological and physiological development and operation in conjunction with other war and civilian agencies
Development of physical standards for flying and flying training
Physical examination of personnel, and records connected therewith
Policy and control of communicable diseases
Sanitation

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Initial Post War Air Force.

AC/AS, Plans.

The Air Surgeon.

5 February 44

2 (Cont'd)

GFB:BMM 6487

Venereal disease control
Industrial hygiene
Meat and dairy inspections
General preventive medicine in relation to other war and civilian agencies
Flying personnel statistics
Medical research analysis statistics
Morbidity statistics
Medical statistics of an epidemiological nature, especially concerning overseas air bases and stations
Physical disqualification statistics
Relationship of physical and mental findings to achievement in military aeronautics, and to candidates for aviation cadetship, and to enlisted and officer aeronautical students

It is obviously impractical for any one of the deputies to take over the functions of the Air Surgeon because many of the functions are so distincly in a separate field of an entirely professional nature. Furthermore, the problems of the Air Surgeon pertain equally to all components of the Air Staff. Furthermore, the Air Surgeon could not properly accomplish his functions without being a separate staff officer whereby he can deal directly with the three deputies.

c. Throughout the history of the Air Forces the surgeon has had a predominating role to fill in the qualification and care of flying personnel. Flying and medicine have always been indissolubly welded together because of the human factors involved in flying. The surgeon has been allowed to greatly influence the design of aircraft, flying equipment, rescue equipment and organization, standards for flying personnel, and many other factors that have assisted in reducing losses and increasing efficiency. It is felt that what has been accomplished in this respect has been made possible by the relationship of the surgeon to the commander.

d. In order that the medical personnel may be used to the best advantage for all concerned, they cannot be placed under a station services commander or a deputy, by which means the diversified work of the medical personnel would be hampered.

3. Reference Tab B:

a. It is recommended that the medical section be shown in T/Os of post-war units, but that the personnel shown therein be employed principally

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in Air Force hospitals and dispensaries, although immediately available for assignment to the tactical unit for maneuvers or actual combat.

b. Medical personnel of the post-war Air Force should have dual assignments; i.e., hospital or dispensary duty, as well as tactical unit assignment. Exception would be for such medical personnel as are assigned to the Training Command and schools. Upon rotation to an Air Force or Service Command from the Training Command or schools, personnel would assume dual functions and would be so assigned by appropriate orders. In other words, the commanding officer of the hospital may also be a wing surgeon, command surgeon, or air force surgeon. The hospital supply officer would also be the air force or command medical supply officer. Enlisted men in hospitals would also be assigned to a tactical unit as medical technicians, surgical technicians, flight surgeon's assistants, or to other T/O job positions, in accordance with their SSN. Certain hospital nurses would also have assignment to an air evacuation squadron. The hospital evacuation officer may also be the chief of a hospital service and the commanding officer of an air evacuation squadron, etc., etc.

c. In every case, all T/O medical positions would be filled by proper personnel orders issued to the hospital or dispensary personnel of each air force and service command. In this manner the medical service of the Air Force will carry on its daily medical functions, yet be instantly available for tactical unit duty, combat or maneuver duty. War planning of a medical nature would be accomplished concurrently with daily medical operations because certain hospital medical officers would also be the staff officer and medical plans officer for tactical command staffs.

d. New medical sections should be prepared for each post-war tactical unit on the basis of war requirements rather than peace-time requirements, even though the personnel will serve in a tactical capacity only a small fraction of the time. War requirements of medical personnel could thus be calculated most readily for each war plan by computing the T/O requirements, by SSN, for the total units required in the particular war plan.

e. Terminology of medical units should be changed in accordance with recommendations of the Integration Committee.

f. The T/O Sub-Committees are developing more appropriate T/Os, including medical sections, which it is believed will be more suitable for Post War units. It is realized, of course, that such organization graphs will be changed from time to time as equipment improves. The Air Surgeon's Office will be the office of coordination and approval for the medical sections of T/Os, as it is at present.

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g. It is believed that the highest possible grades and ratings for medical personnel should be provided in tactical units rather than in zone of interior units.

h. It is believed that grades and ratings for the medical personnel of the six Air Forces should be based on T/O authorization, even though the personnel are employed in a dual capacity.

i. The Troop Basis should include Air Force hospitals and dispensaries on the basis of one per air base or air force station, regardless of geographical location. The size of this medical installation will be variable, depending on the troop strength and peculiar activities of the air base.

j. It is recommended that the hospitals in the Troop Basis be listed as Air Force hospitals or Air Base hospitals.

k. It is recommended that the Veterinary Detachment, Aviation, T/O 8-444, and the Central Medical Establishment, as well as Air Force hospitals and Air Force dispensaries (in addition the Medical Dispensary, Aviation) be added to the Troop Basis. One (1) veterinary detachment, aviation, should be provided for each Air Force and the Service Command, totaling seven (7). One (1) central medical establishment should be provided on the same basis as the veterinary detachment, aviation. The medical dispensaries, aviation, should be provided on the basis of one (1) per Air Force station overseas. The units in the Troop Basis shown as "medical at large" and "nurses" should be broken down into actual requirements based on medical and nursing personnel required to man the medical installations at the permanent post-war air bases and stations.

l. Medical dispensaries, aviation, should be organized at air bases only for training purposes and preparation for war. The principal purpose of such units will be to provide a mobile medical dispensary unit of thirty-six (36) beds to be immediately available for medical service at captured air bases until such time as Air Force hospitals can be established at those air bases requiring a hospital.

m. The Medical Supply Platoon, Aviation, should be eliminated as such and incorporated in the Air Depot Group, as is now being planned by the Service T/O Sub-Committee.

n. It is believed that convalescent centers, including rest camps, should be incorporated in the Troop Basis on the basis of one (1) per Air Force totaling six (6).

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o. The six air evacuation squadrons listed in the Troop Basis are believed to be the proper number. A logical distribution would be one (1) per Air Force.

p. It is estimated that the total hospital bed requirements for the post-war Air Force, based on the presently assumed strength of 1,000,000 troops, are 43,500 beds.

q. It is estimated that post-war medical service should include a total of:

3200	Medical Officers based on 3.2 per 1000
770	Medical Administrative Officers based on 0.77 per 1000
1400	Dental Corps Officers based on 1.4 per 1000
90	Sanitary Corps Officers based on 0.09 per 1000
100	Veterinary Corps Officers based on 0.10 per 1000
100	Hospital Dietitians based on 0.10 per 1000
2700	Nurses based on 2.7 per 1000
210	Physiotherapy Aids based on 0.21 per 1000
32,000	Enlisted Men based on 32.0 per 1000
100	Warrant Officers based on 0.10 per 1000
100	Physiologists based on 0.10 per 1000
100	Psychologists based on 0.10 per 1000
6,000	Civilians based on 6.0 per 1000

r. It is recommended that a Medical Center be provided for in the post-war plans, for the advanced professional training of medical officers and other personnel of the AAF.

4 Incls
Incl 1. Ltr CAS, 11 Dec 43 w/2 Incls
Incl 2. AFTAS Functions, Operations
Incl 3. AFTAS Functions, Adm & Services
Incl 4. AFTAS Functions, Supplies & Maint.

DAVID N. W. GRANT
Major General, USA
The Air Surgeon

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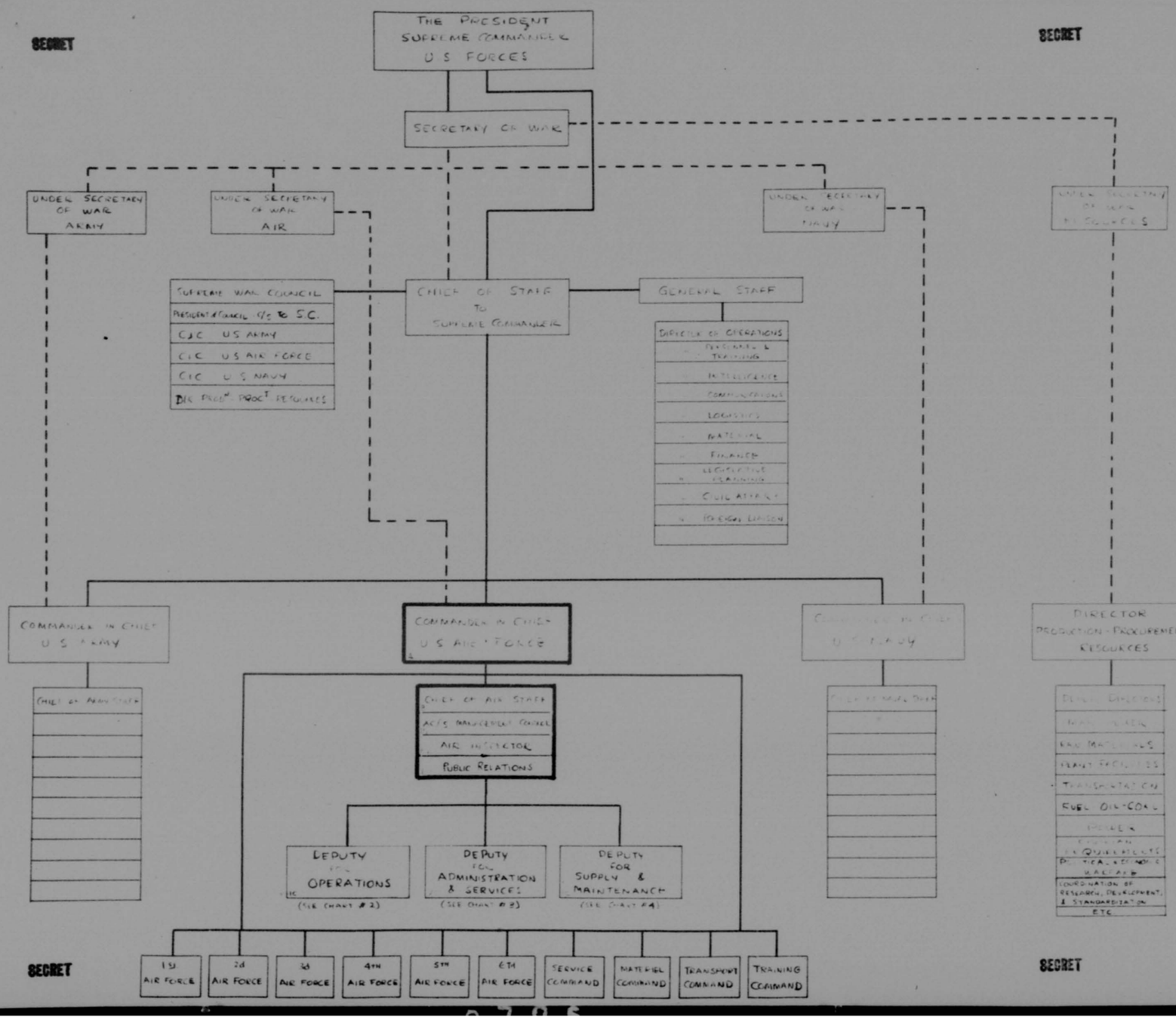

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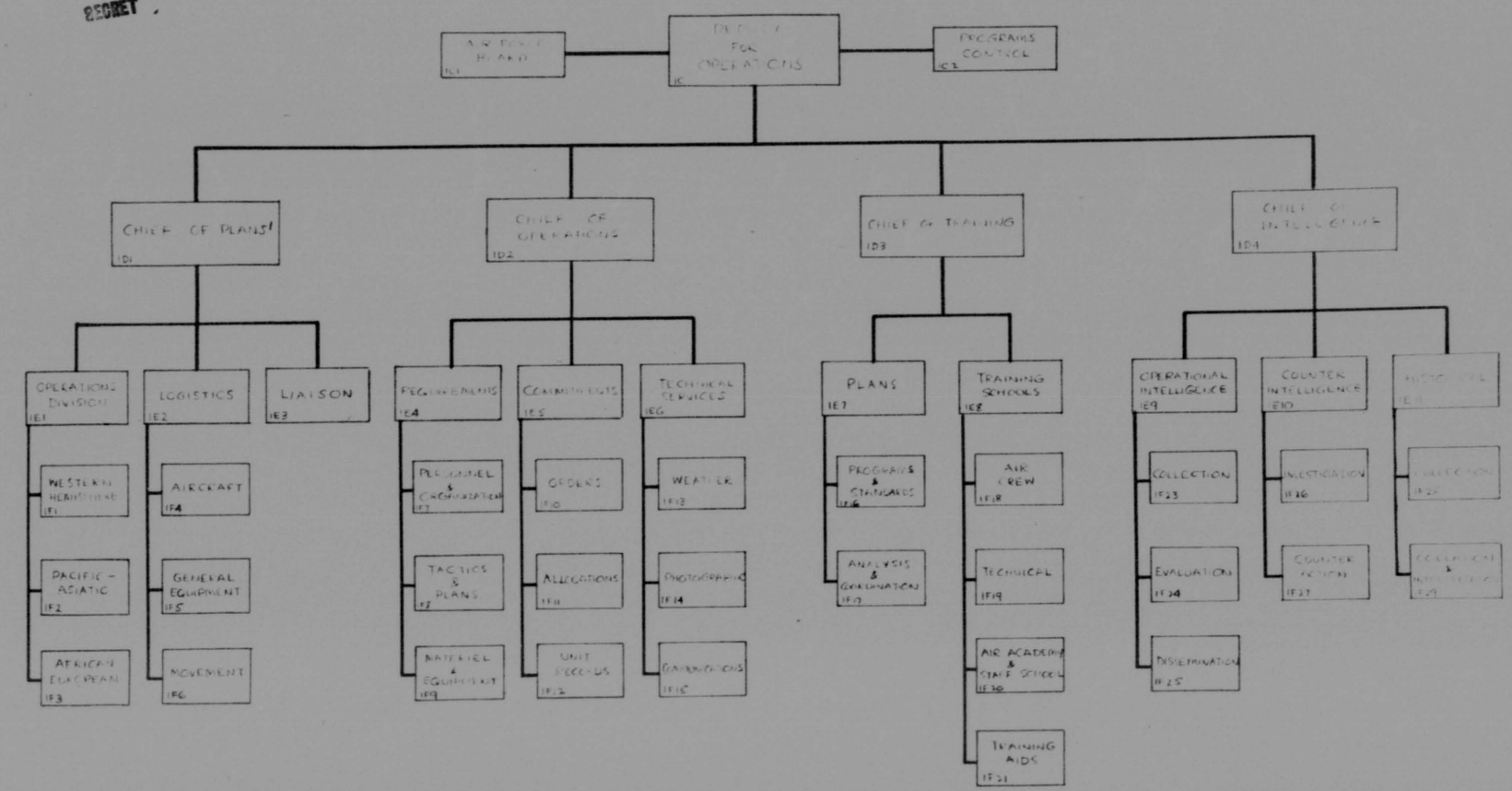

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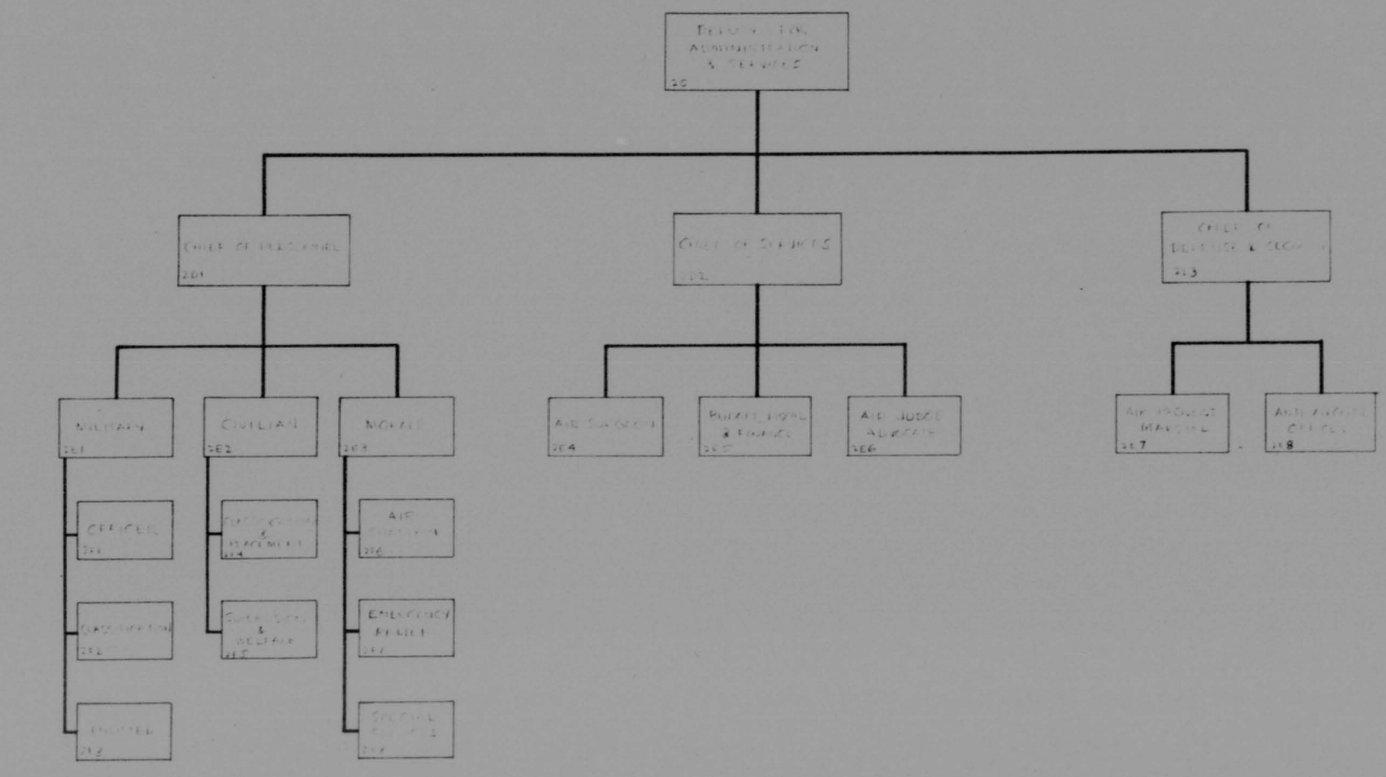

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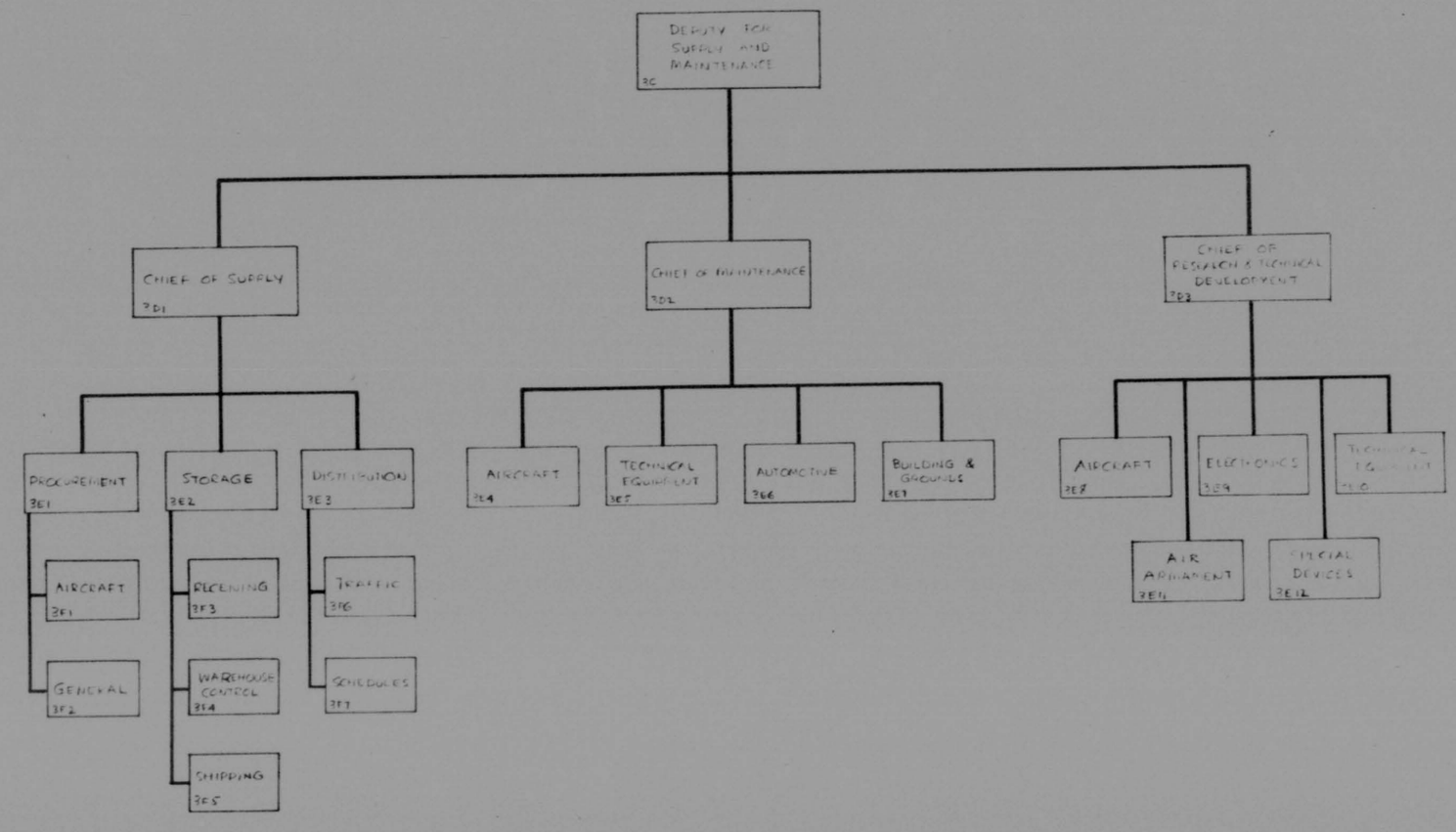

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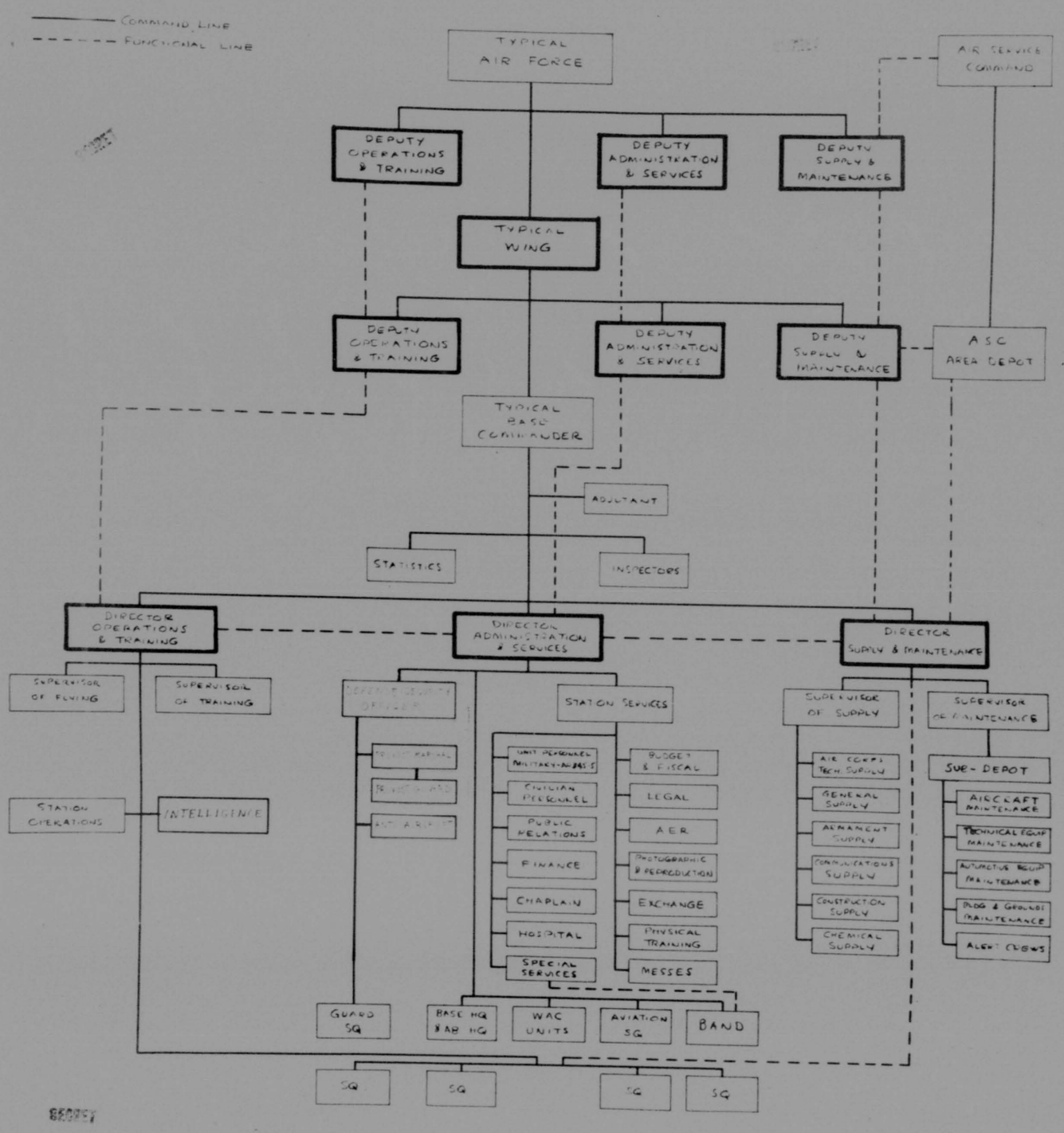

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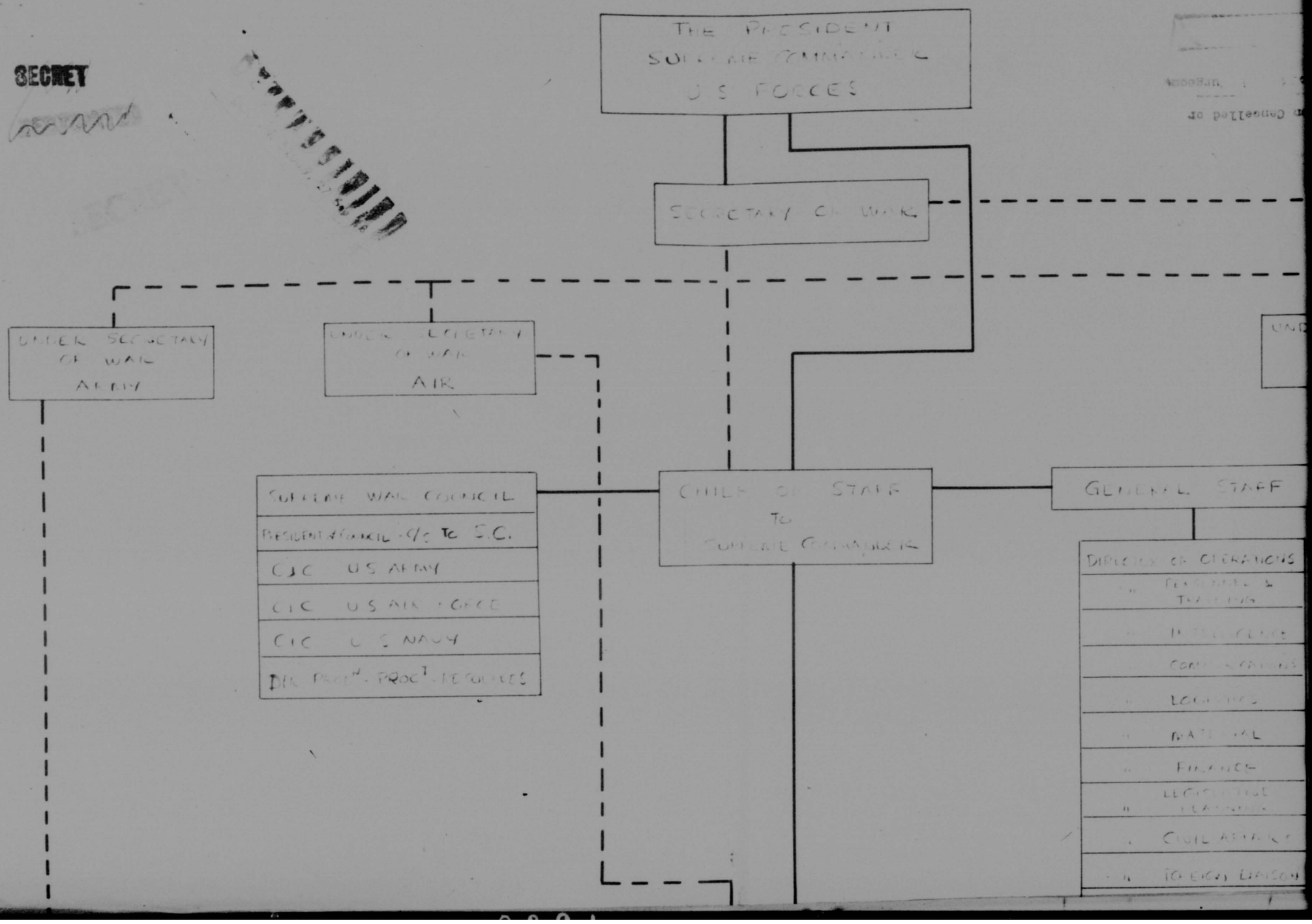

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Classification Cancelled or changed to Secret
by authority of the Air Surgeon.
Date 3 Feb 44
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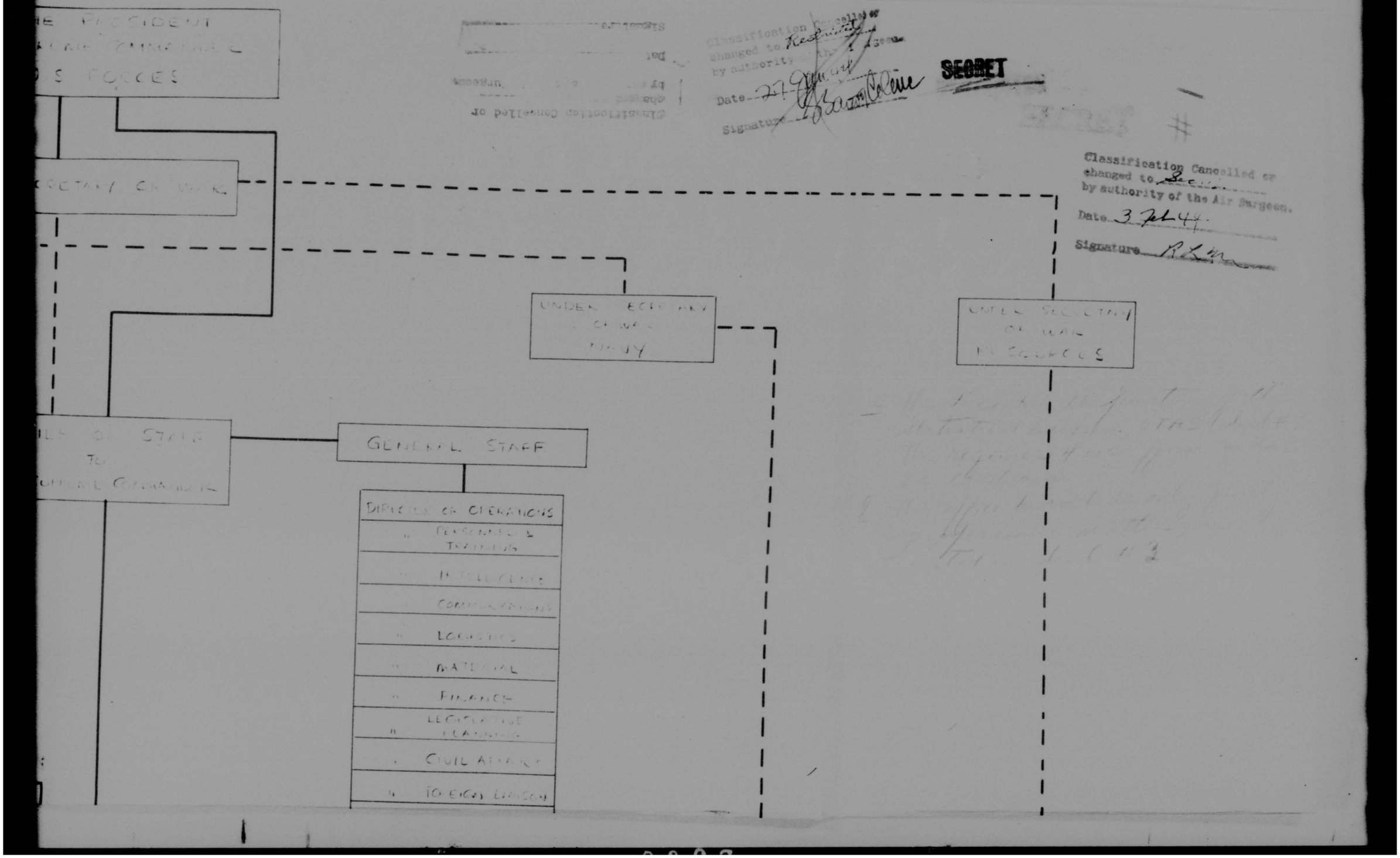

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SUPREME WAR COUNCIL

PRESIDENT & COUNCIL - C/S TO C.C.

C in C U S ARMY

C in C U S AIR FORCE

C in C U S NAVY

DIR PROD'N. PROC'T. RESOURCES

CHIEF OF STAFF TO SUPREME COMMANDER

GENERAL STAF

DIRECTOR OF OPERATIO

" PERSONNEL & TRAINING

" INTELLIGENCE

" COMMUNICATIONS

" LOGISTICS

" MATERIAL

" FINANCE

" LEGISLATIVE & LIAISON

" CIVIL AFFAIRS

" FOREIGN LIAISON

COMMANDER IN CHIEF U S ARMY

CHIEF OF ARMY STAFF

COMMANDER IN CHIEF U S AIR FORCE

CHIEF OF AIR STAFF

AC/S MANAGEMENT CONTROL

AIR INSPECTOR

AIR SURGEON

PUBLIC RELATIONS

DEPUTY FOR OPERATIONS

(SEE CHART # 2)

DEPUTY FOR ADMINISTRATION & SERVICES

(SEE CHART # 3)

DEPUTY FOR SUPPLY & MAINTENANCE

(SEE CHART #4)

1st AIR FORCE

2d AIR FORCE

3d AIR FORCE

4th AIR FORCE

5th AIR FORCE

6th AIR FORCE

SERVICE COMMAND

MATERIEL COMMAND

TRANSPORT COMMAND

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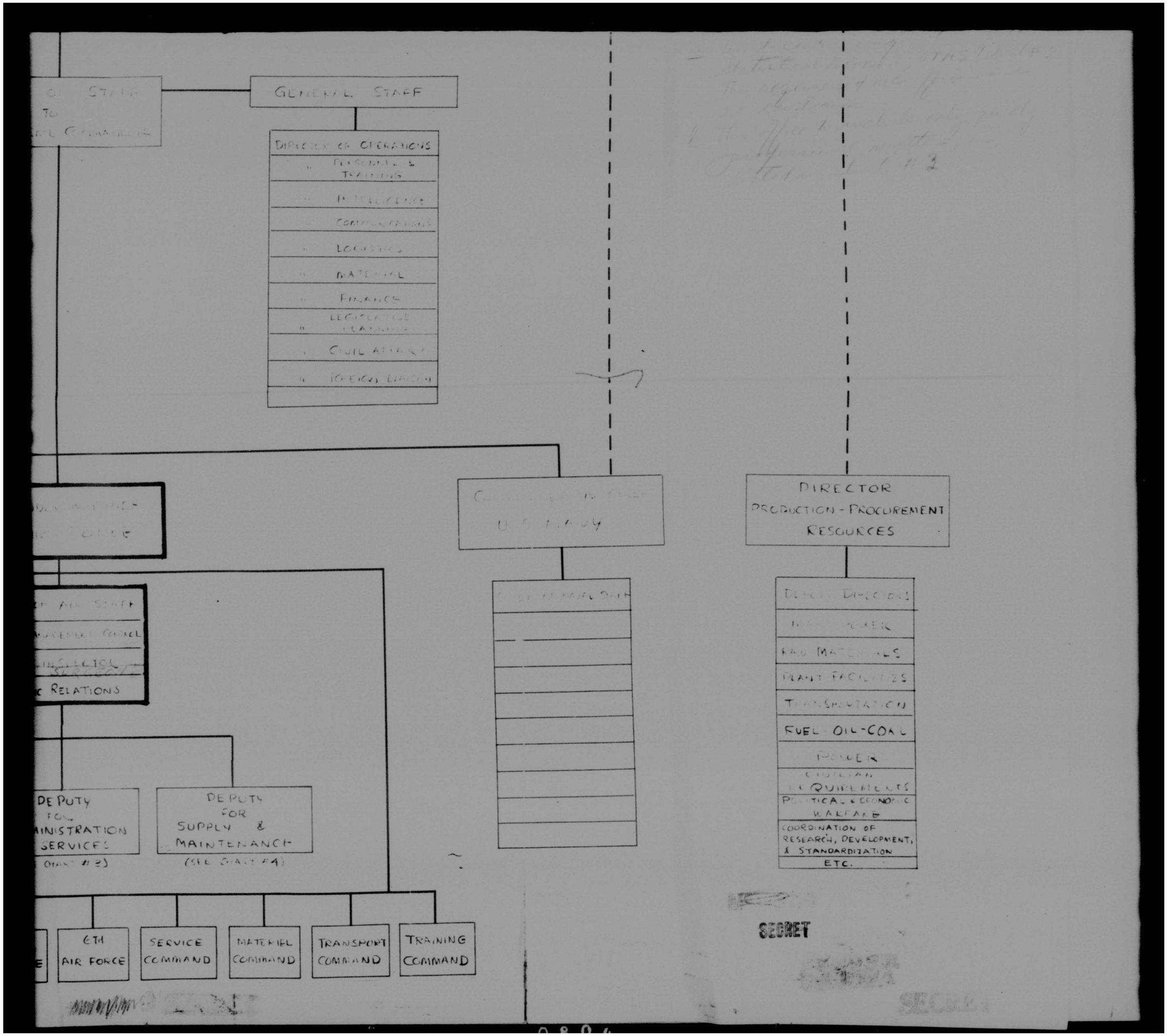

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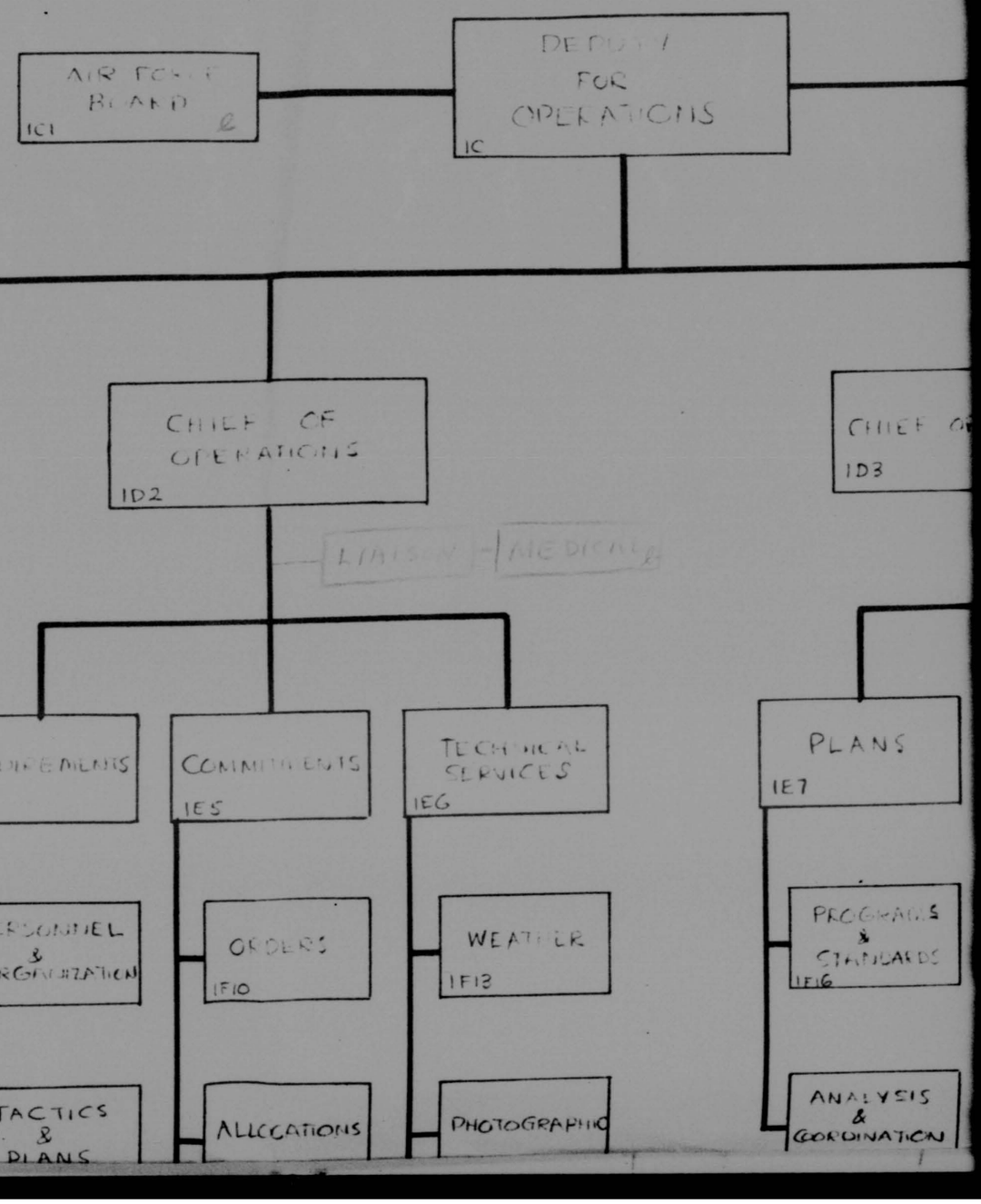

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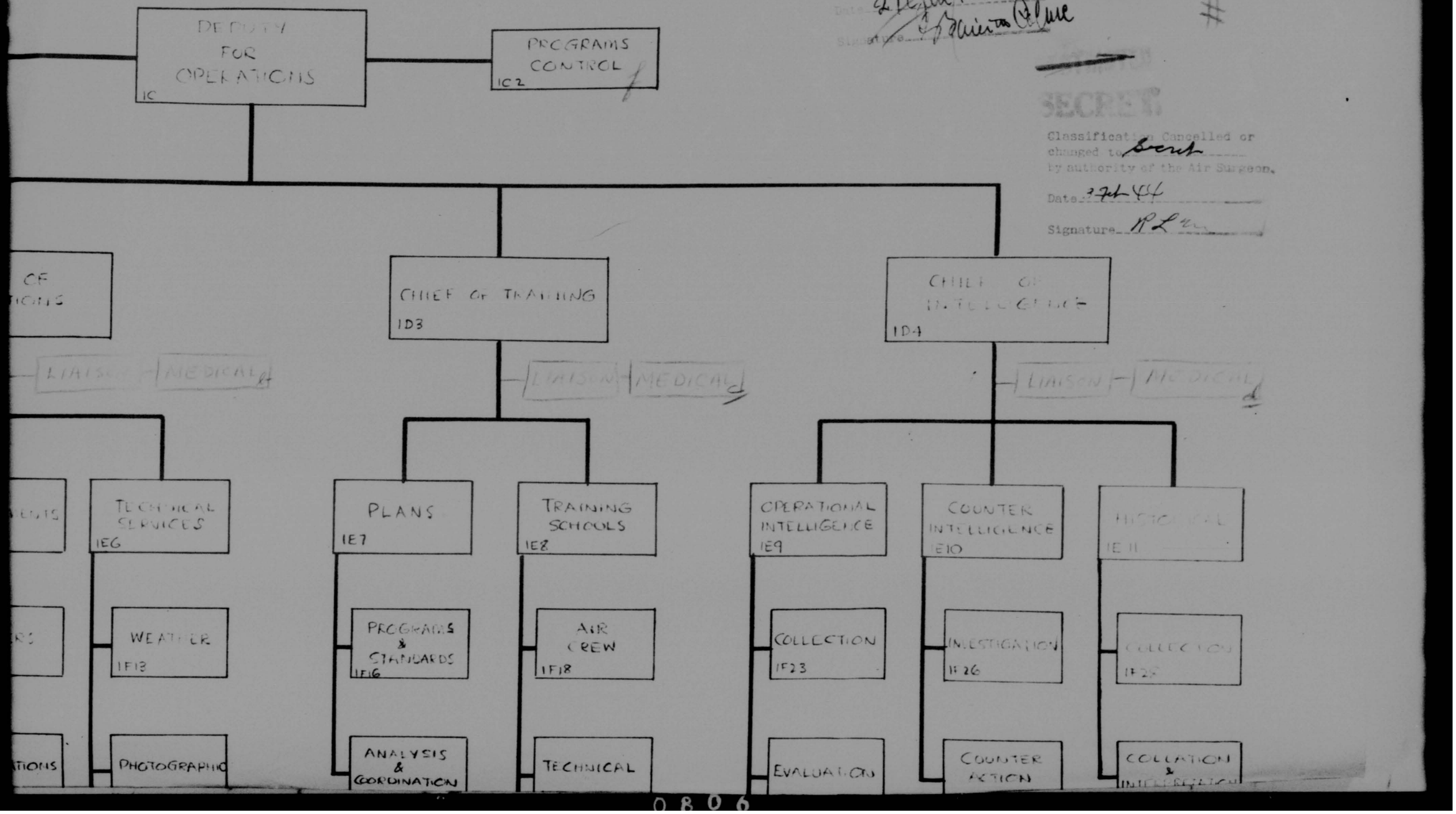

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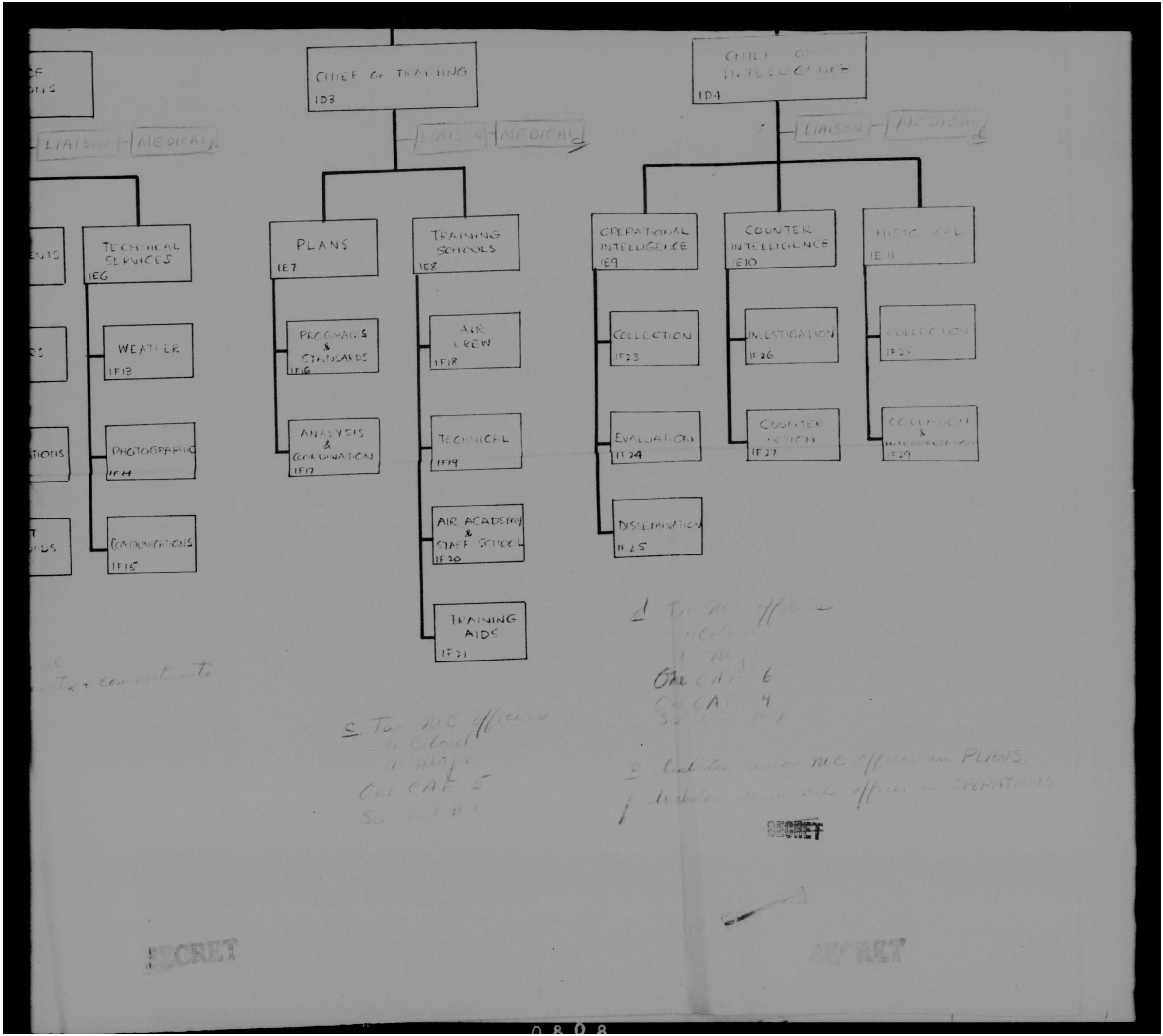

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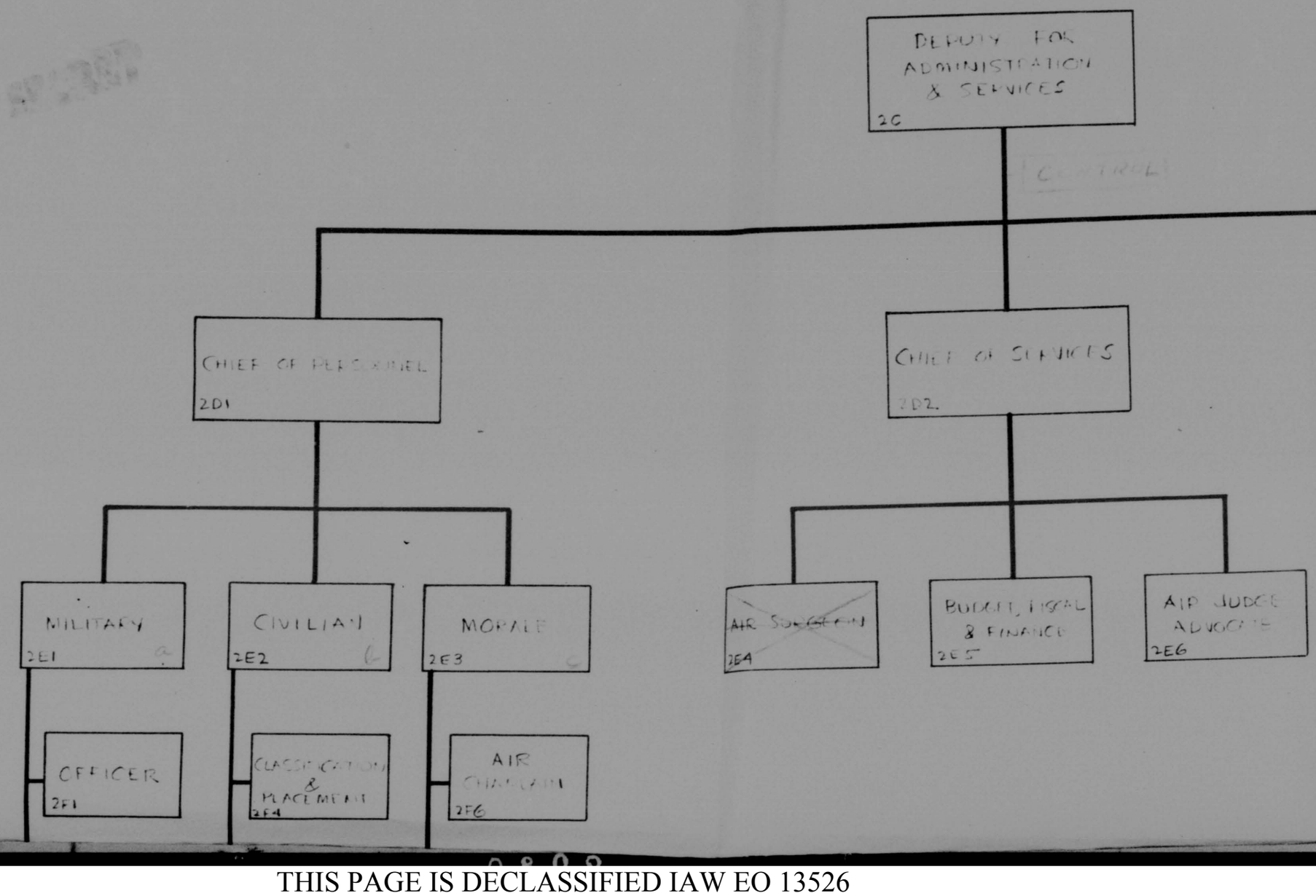

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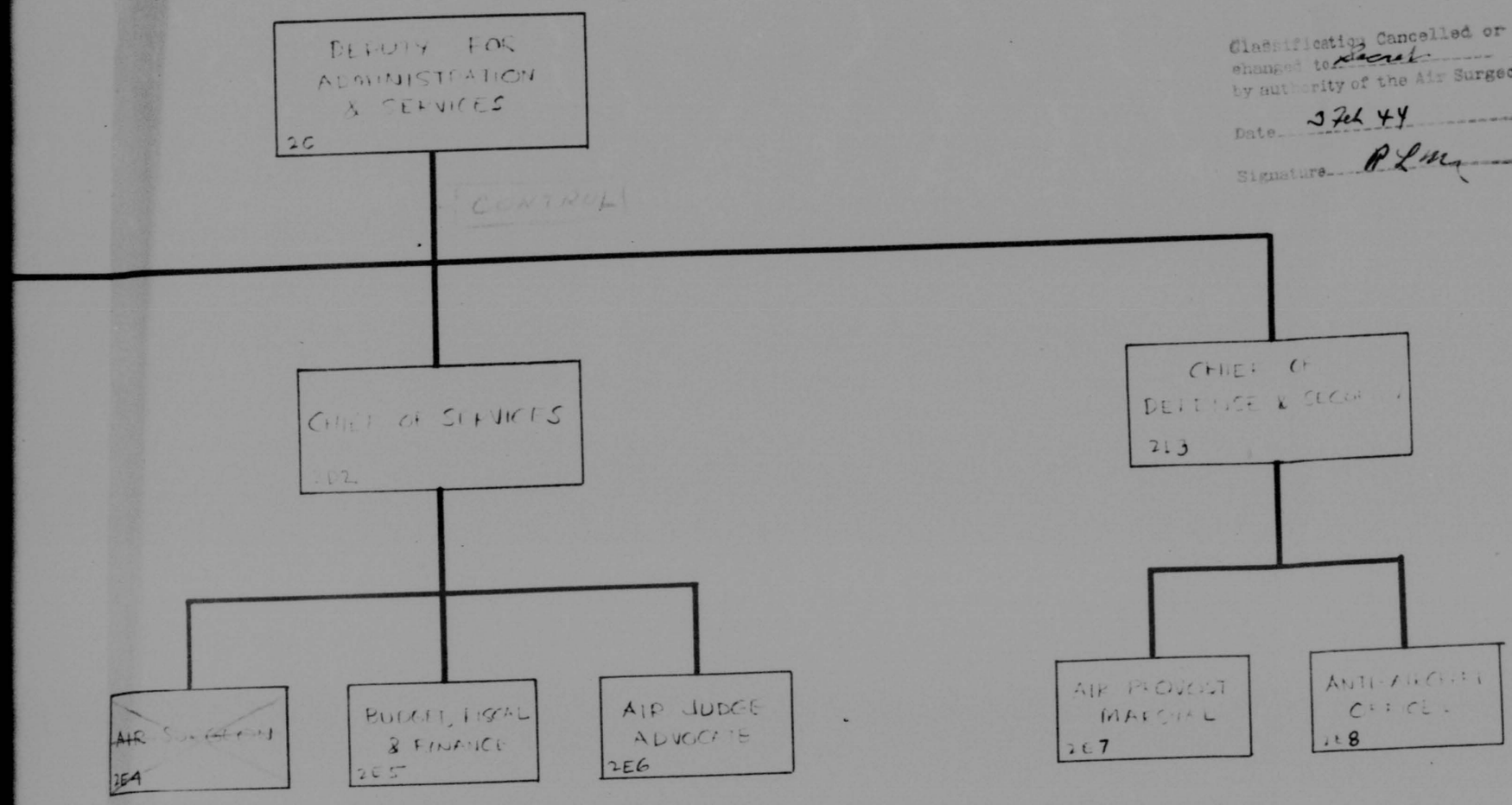

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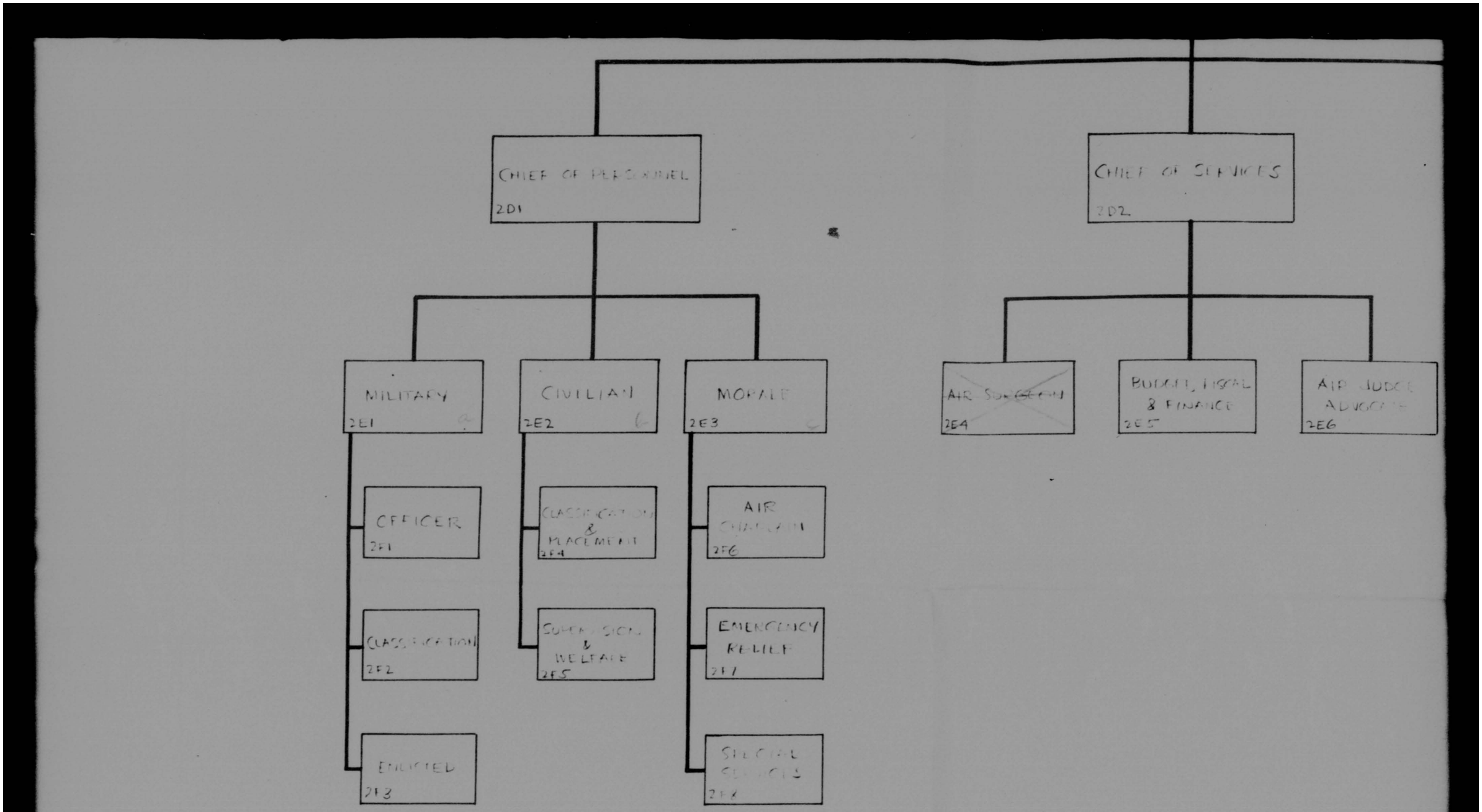

2 Asst Div each Grade 2LC #1 Maj #C, +1 exp rec
One CAF-5
Two CAF-4
Two CAF-3
1 Asst Div each (1) Maj rec
One CAF-4
= Medical liaison provided by Personnel Div G1
in 2 above.
(See Ind #8 for functions)

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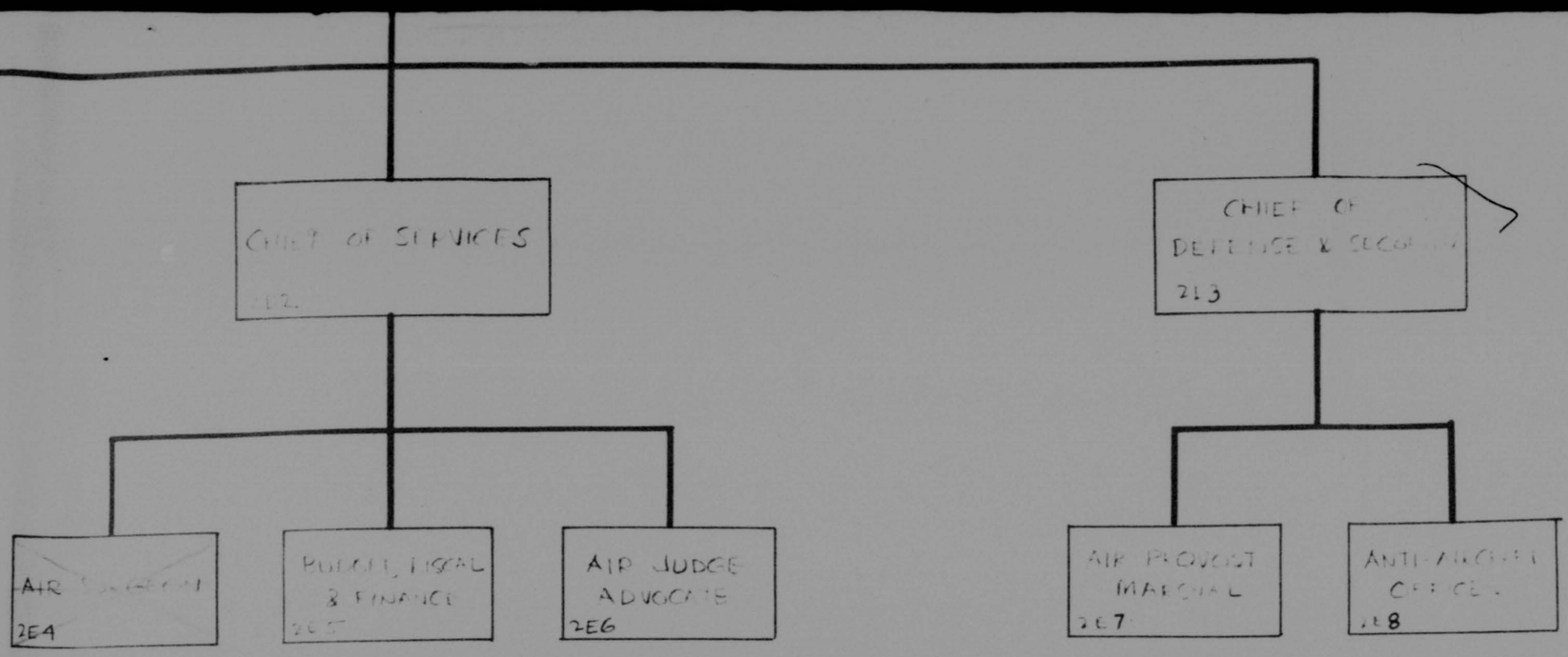

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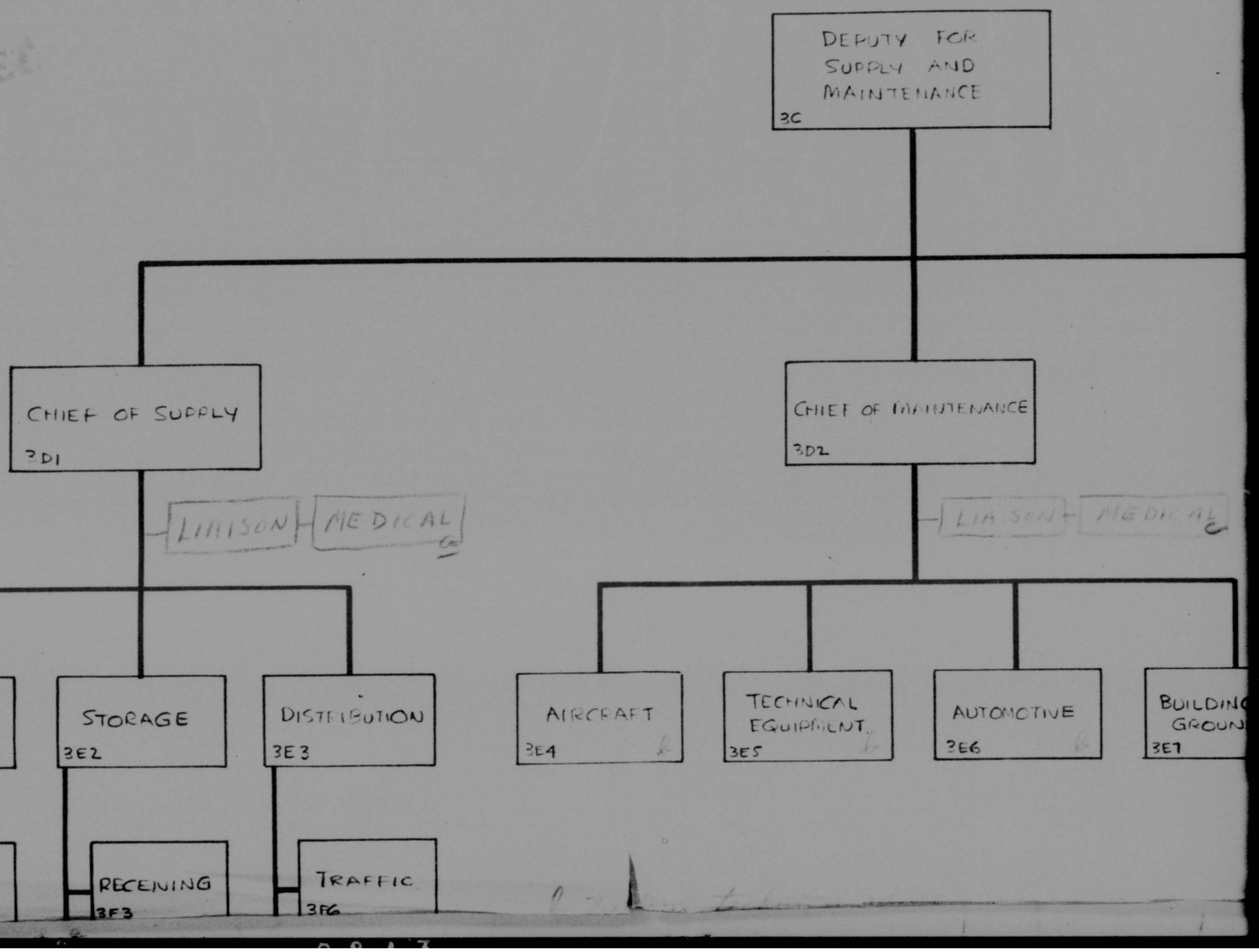

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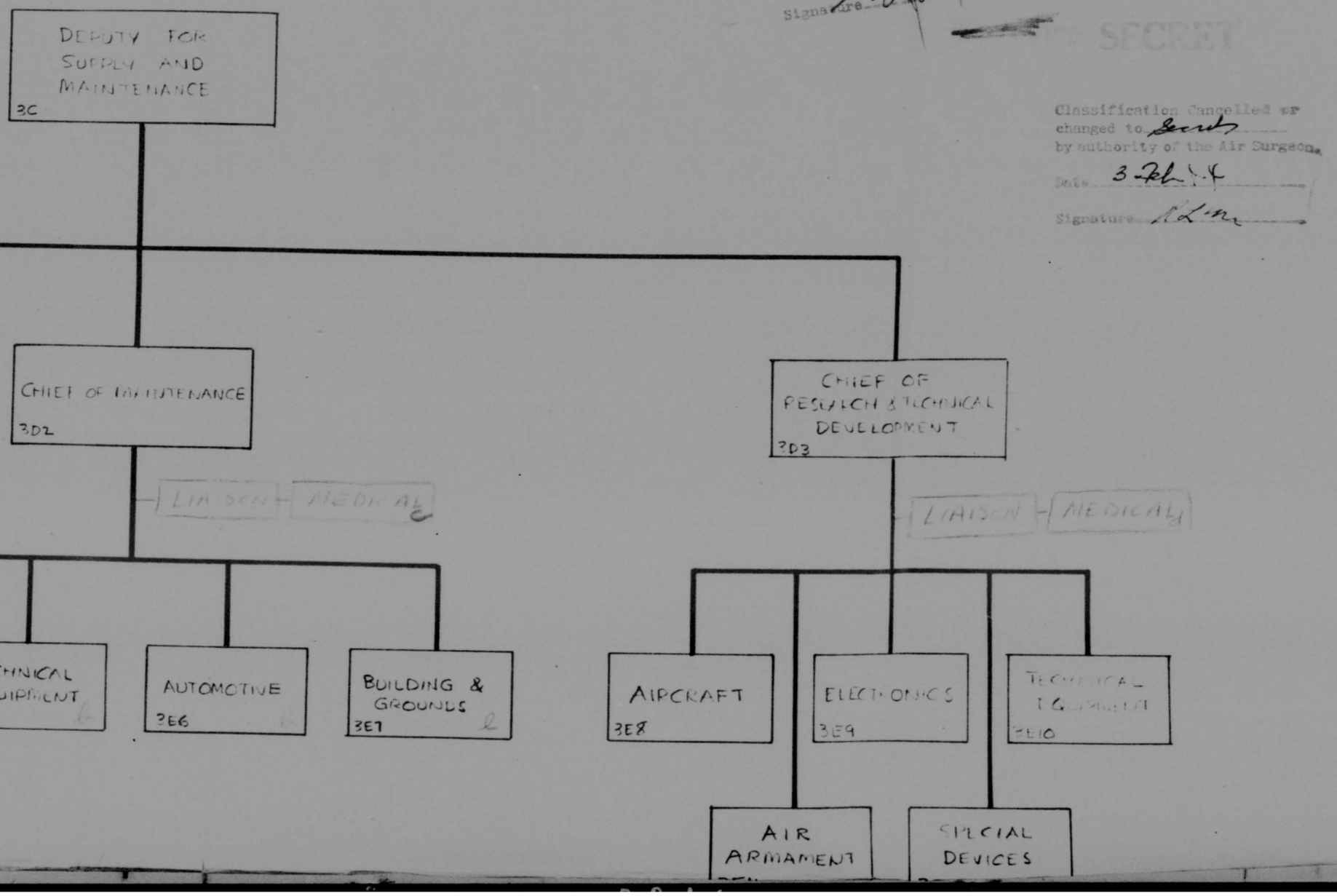

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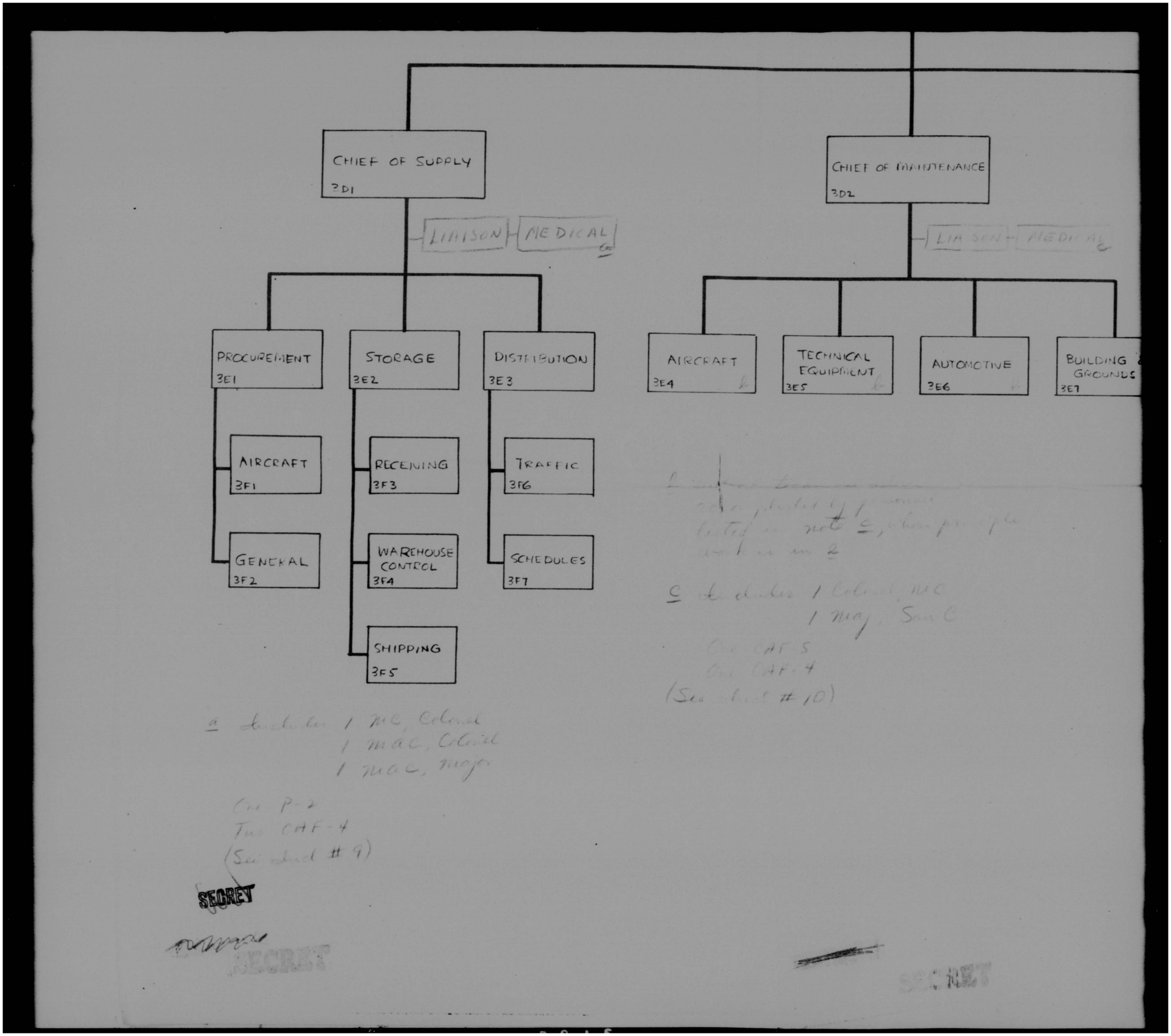

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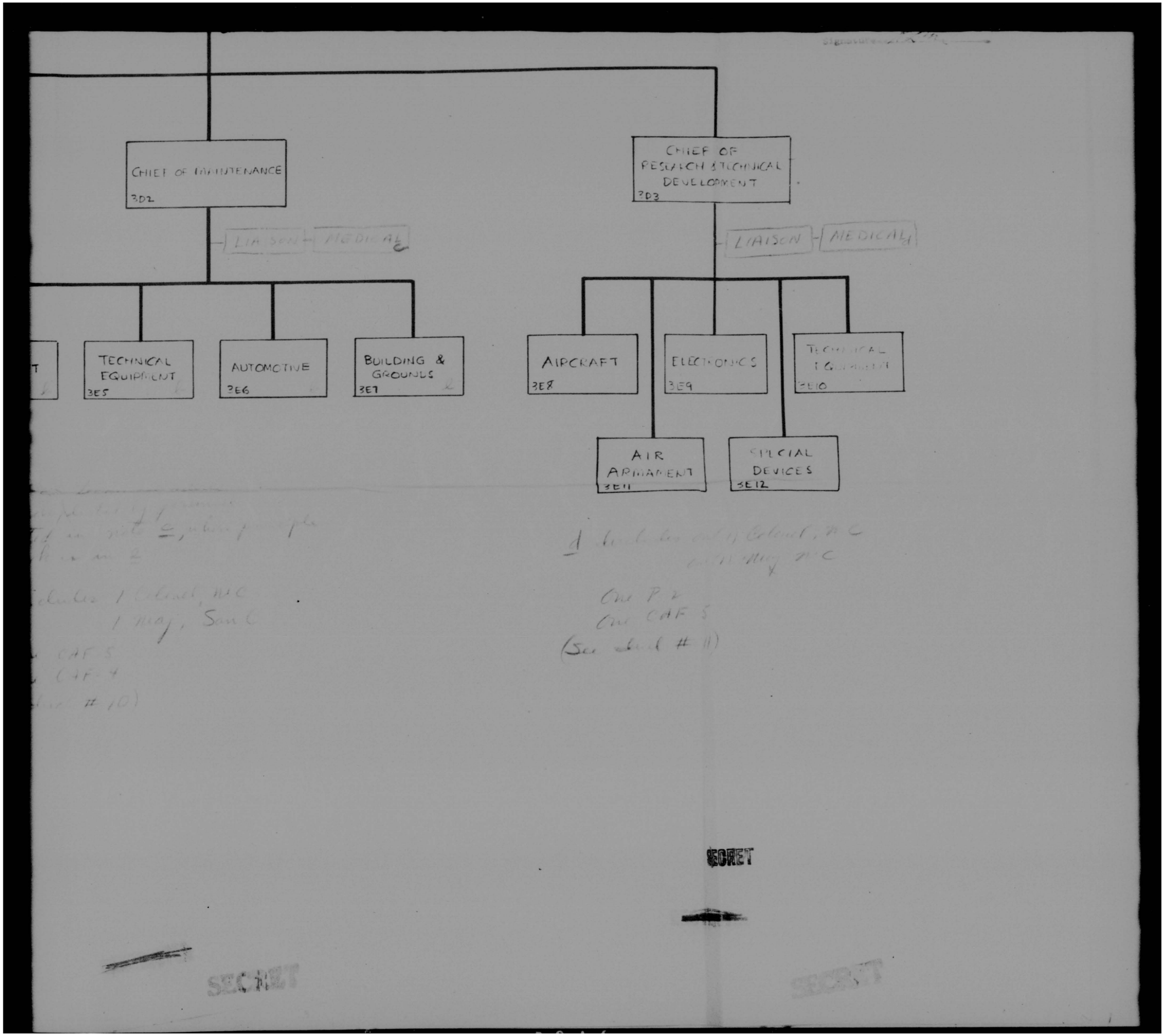

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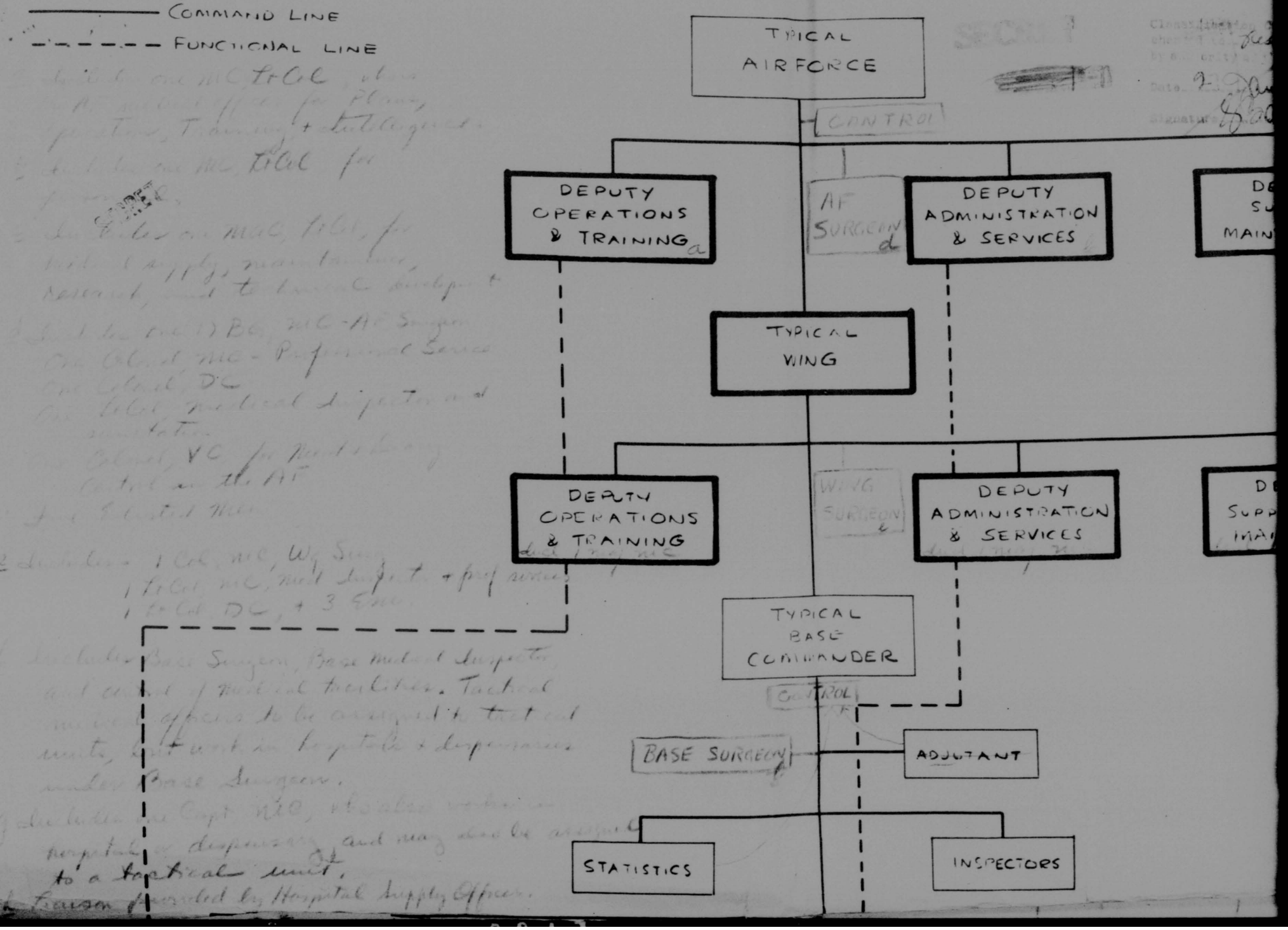

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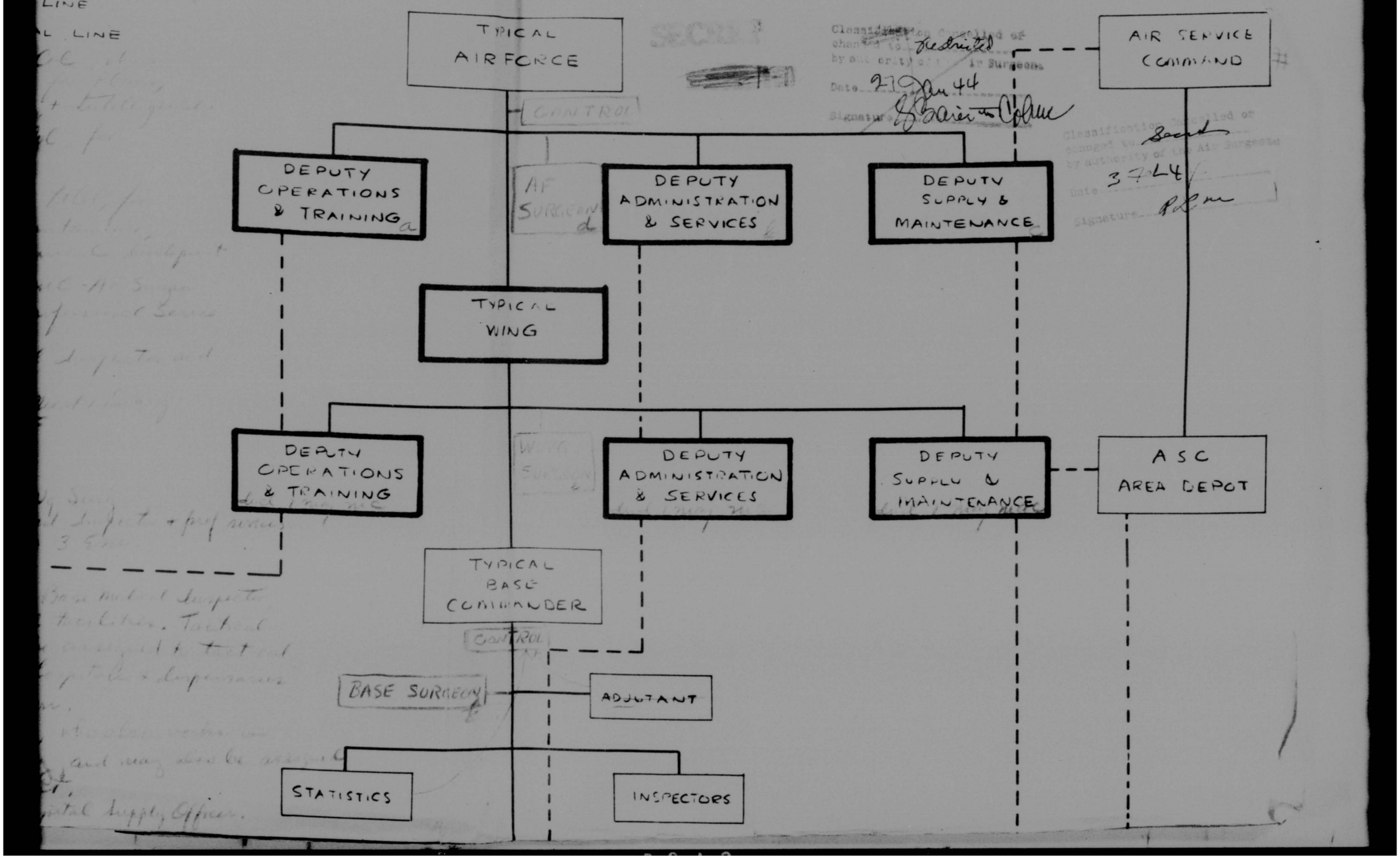

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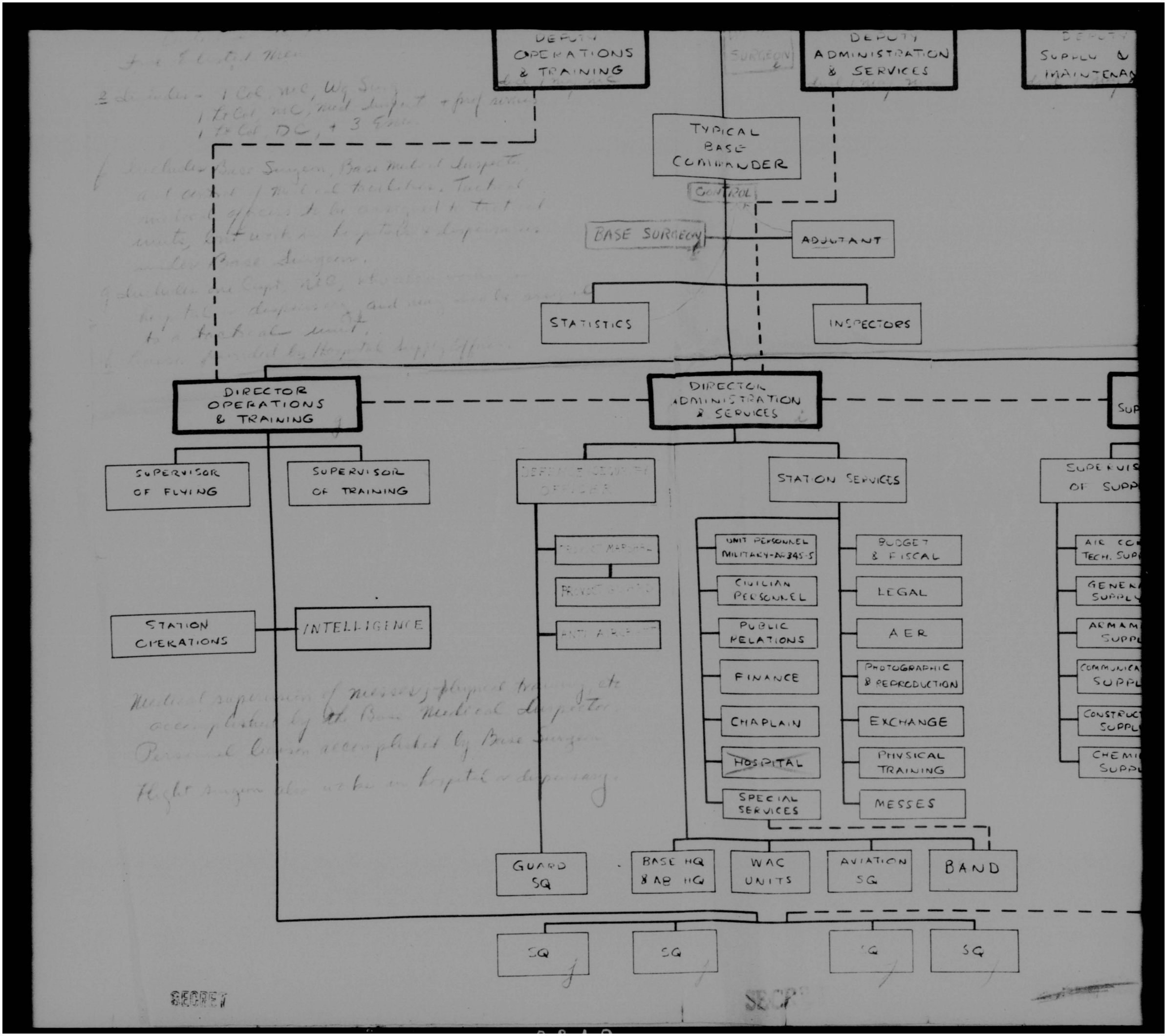

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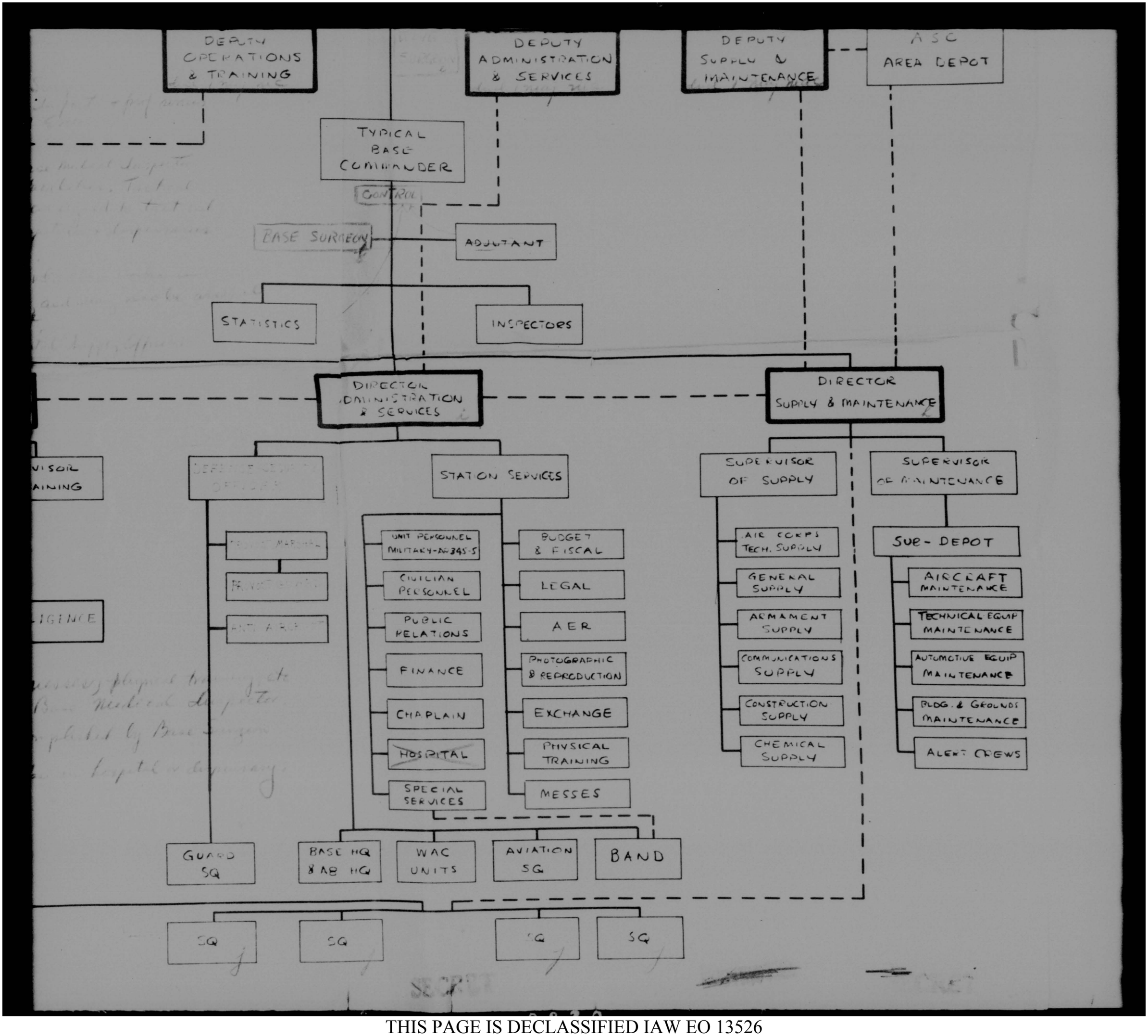

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11-3-21 COMMENTS - IPWAF - AIR JUDGE ADVOCATE

11-3-21

Responsible Officer E. Berry

145.0419-9

Jan-28 Oct 47

AFAEP

POST WAR DIVISION

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e Officer

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11-3-21 COMMENTS - IPWAF - AIR JUDGE ADVOCATE

I N D E X

1. No date — Tentative Office Organization and Channels

2. 3 January 44 - R&R to Plans from Air Judge Advocate, subject, Post-War Air Force submitting comments requested in Hdqrs AAF Secret Ltr 11 December.

3. 4 April 1944 - Ltr to (See Distribution List) s/Giles, subject, Initial Post-War Air Force forwarding preliminary study.

4. 28 April 1944 — R&R to Plans from Air Judge Advocate submitting comments, subject, Initial Post-War Air Force.

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

SECRET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: AC/AS, Plans

DATE 28 April 1944

FROM: Air Judge Advocate

COMMENT NO. 1
AHB/dm/72725

1. In accordance with Headquarters AAF Secret Letter, dated 4 April 1944, the following comments are submitted:

a. Exclusive control of administration of the discipline of its own personnel would be an essential feature of the self-government of the autonomous Air Force. The Post War Plan contemplates that one half of the active armed forces would be Air Force personnel. The discipline of such personnel would involve matters of policy peculiar to the Air Force. A system of military justice is a basic factor in disciplinary control and it is an adjunct of command. Just as command authority would be self-contained in the post war Air Force, so the military justice system affecting the Air Force should lie completely within the control and jurisdiction of the proposed Under Secretary for Air.

b. It is further submitted that in view of the anticipated size and wide deployment of the Air Force, it would be appropriate to consider relieving the President of the peace time burden in court martial cases which call for his personal confirmation of sentences under AW 48 now in effect. At present, theatre commanders are satisfactorily exercising this power of confirmation under the wartime exceptions contained in AW 48 and 50. Since the President would retain his pardoning power in any event, it would be unobjectionable to repose the confirming authority in the Under Secretary.

c. This office is of the opinion that in legislation endowing the initial post war Air Force with autonomy, the Congress would undoubtedly preserve the outline of the present system of military justice. The traditional guarantees of central processing and review of court martial cases by a Judge Advocate before final action would be provided substantially as now provided for the Army at large by existing regulations and enactments including the Articles of War. Thus in regard to military justice in the post war Air Force, the Under Secretary for Air and the Air Judge Advocate might expect to be assigned powers and functions akin to those presently assigned to the Secretary of War and The Judge Advocate General. By statutory authority, therefore, similar to the statutory authority recognized by par 2e (11), W. D. Cir. 59, 1942, the Air Judge Advocate would exercise appellate jurisdiction in this field in a direct and independent channel to the Under Secretary.

d. Outside of the above connection with the Air Judge Advocate, the Under Secretary would require the services of expert military counsel with respect to patents, contracts, real estate, claims, taxation, litigation and many other legal matters. This function would normally and most efficiently be lodged in the Air Judge Advocate whose office would combine the handling of projects and activities of a legal nature incident to the Under Secretary's administration of his department. As such chief counsel, the Air Judge Advocate would again necessarily have a direct and independent channel to the Under Secretary.

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Initial Post War Air Force

AC/AS, Plans

Air Judge Advocate

28 April 1944

1

AHB/dm/72725

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Initial Post War Air Force

AC/AS, Plans

28 April 1944

Air Judge Advocate

1
AHB/dm/72725

e. In addition to performing the foregoing functions the Air Judge Advocate would, as a member of the staff of the Air Commander, be charged with supervising the administration of military justice, of claims, and of legal assistance throughout the Air Force as well as with furnishing legal service and advice to the Air Commander, to all other staff offices and sub-offices, and to the field. The legal service required here would be even broader than that required by the Under Secretary. The scope of this mission, like that projected in the post war plan for Management Control, Air Inspector, and Public Relations would range impartially across all three functional divisions of the proposed Air Staff. In order that legal inquiries, whatever their source and to whatever activity pertinent, should be answered directly without waste motion, time or attention, the Air Judge Advocate should occupy a staff position, not under a single Deputy as tentatively charted by AC/AS, Plans, but in the plane immediately below the Chief of Air Staff as in the case of Management Control, Air Inspector, and Public Relations, at which level the separate channels of the functional Deputies would converge.

2. A tentative diagram of the office organization and channels of the Air Judge Advocate is attached.

L. H. HEDRICK
Brig. General, U. S. Army
Air Judge Advocate

2 Incls
1-Ltr dtd 4/4/44 w/incl
2 - AJA Organization Chart

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By Authority of the
Chief of the Army Air Forces

HEADQUARTERS, ARMY AIR FORCES

WASHINGTON

Date Initials

SUBJECT: Initial Post War Air Force.

TO: (See Distribution list.)

1. Attached hereto is Preliminary Study, above subject, dated 14 February 1944, and approved for planning purposes, by the Commanding General, Army Air Forces, on 25 February 1944. Concurrently, the CG, AAF, directed that the specific studies recommended in Paragraph 2, Section IV, of Preliminary Study, be undertaken as a matter of high priority by the Organizations respectively concerned.

2. It is therefore requested that a study be prepared and submitted to this office by 1 May 1944 on such topics as pertain directly to your activity, including a tentative organization plan for your immediate organization.

3. It is also requested that comments and/or suggestions concerning any other part of the attached study be likewise submitted by 1 May 1944.

By command of General ARNOLD:

BARNEY M. GILES,
Major General, U. S. A.,
Chief of the Air Staff.

Encl.
Study, abv.
subj. d/14/Feb/44

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AAF Board, (Orlando, Florida) AC/AS, O.C.&R.	1
Air Communications Officer	1
CG, Training Command	2
CG, Troop Carrier Command	1
CG, Air Service Command	2
CG, Materiel Command	1
CG, Air Transport Command	1
CG, AAF Tactical Center	1
CG, Proving Ground Command	1
CG, First Air Force	1
CG, Second Air Force	1
CG, Third Air Force	1
CG, Fourth Air Force	1
The Air Inspector	1
The Air Surgeon	1
The Air Judge Advocate	1
Special Projects Office	1
Special Assistant for Antiaircraft	1
Chief, Management Control	1
Special Planning Division, WDSS	1
Chief, Budget & Fiscal	1
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Post War Air Force

AC/AS, Plans 3 Jan 44

Air Judge Advocate

1
AHB/dm/72725

1. Pursuant to the request contained in Hdqrs. AAF Secret Letter, 11 December 1943, the following comments are submitted:

a. It is assumed that, in the organization of a composite Department of War as outlined for post-planning purposes, each major division will need to include a staff department charged with handling legal affairs within the province of its Under Secretary. Thus an Under Secretary of War for Air administering an autonomous Air Force may be expected to desire direct service by his own law officer who may suitably be entitled "The Judge Advocate General for Air" and will hereinafter be so referred to. Throughout the jurisdiction of the Air Force, also, such Judge Advocate General for Air will be charged with a mission at least commensurate with that at present assigned to The Judge Advocate General of the military establishment at large.

b. Such Judge Advocate General for Air will, therefore, serve as the chief legal adviser of the Under Secretary, the Air Force division of the Department of War, and the separate Air Force establishment. He will supervise the administration of military justice in all echelons, and in his office the proceedings of all general courts-martial, commissions and courts of inquiry will be reviewed. His duties will include furnishing legal service to all agencies of the Air Force division in the matter of claims by and against the Government, patents, copyrights, contracts, performance and security bonds, land transfers and leases, taxation, litigation, and rights and obligations of service and civilian personnel. Expansion of such activities is indicated in anticipation of post war problems of reconstruction and maintenance of status which will constantly call for important applications of law and policy.

c. In order efficiently to exercise these broad and integrated responsibilities, such Judge Advocate General for Air should occupy a staff position with respect to the Under Secretary at the same level as the Air Judge Advocate now functions with respect to the Commanding General, Army Air Forces. Since so much of his legal service will be of an advisory nature, such Judge Advocate General for Air should report direct to the Under Secretary and should be high enough in the staff to be in the direct channel of every branch of the Air Staff, all of which will require service. By virtue of such position, opinions of Judge Advocate General for Air and requests for opinions will be processed most directly and efficiently. Moreover, such Judge Advocate General for Air will be enabled to screen the Under Secretary, the Chief of Air Staff, and the staff departments in matters calling for preliminary legal attention while his own functions will not be subject to the inappropriate procedural supervision which might result from his occupying a subordinate staff position. Reasons similar to these

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may be taken to account for the progressive elevation of The Judge Advocate General from the position in the lowest staff echelon charted for his office in the reorganization of the Army under Cir. 59, W. D. (1942) to his current station immediately below the Chief of Staff, ASF.

d. It is the opinion of The Air Judge Advocate, therefore, that for maximum usefulness and to accomplish the most efficient administration of law in the Air Force, the office of The Judge Advocate General for Air should operate directly under the Chief of the Air Staff and should not be subordinated to the Deputy for Administration and Services and to the Chief of Services as now provided in the tentative proposals.

e. It should be observed also that the legislation that would be required to put the proposed post war plan into effect would assign duties to The Judge Advocate General for Air in the same manner as the duties of the office of The Judge Advocate General are presently assigned by statute. Congressional action would be required to exclude the latter office from authority in the Air Force field and to provide The Judge Advocate General for Air with the reviewing authority in court-martial cases of Air Force personnel now reposed in The Judge Advocate General by Article of War 50½.

EARL S. PATTERSON
Colonel, J.A.G.D.
Actg Air Judge Advocate

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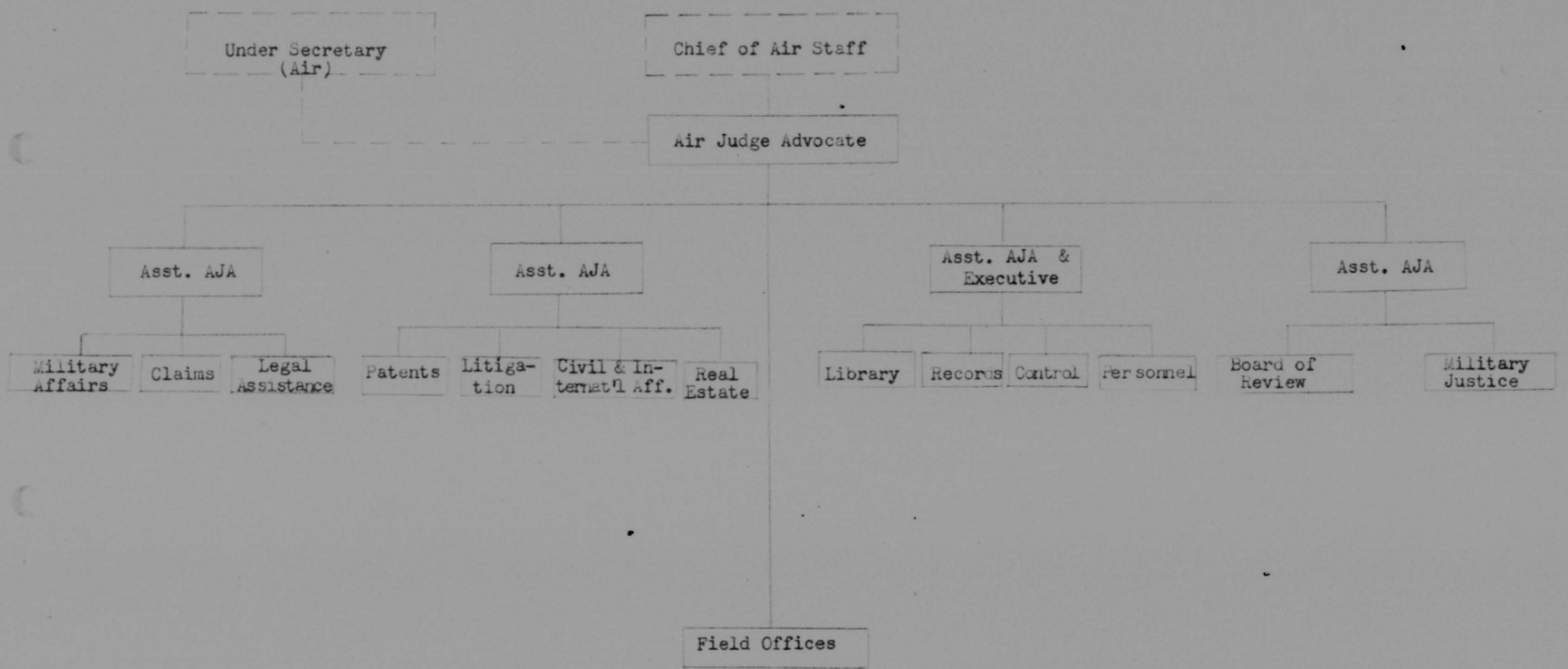
TENTATIVE OFFICE ORGANIZATION AND CHANNELS



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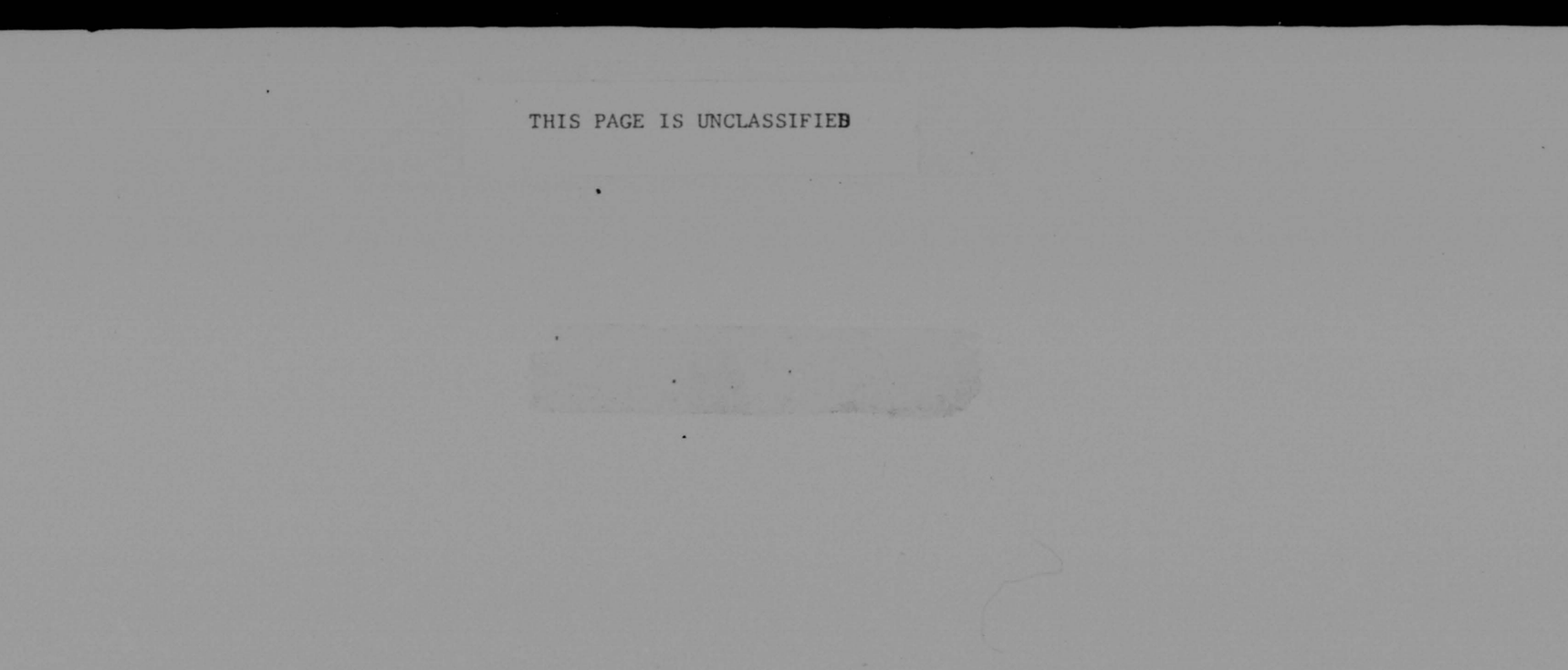
TENTATIVE OFFICE ORGANIZATION AND CHANNELS



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11-3-20 COMMENTS - IPWAF - AIR INSPECTOR

FILE NO.
145.041A-10
9A-2241-99

11-3-20

Responsible Officer_____

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HEADQUARTERS ARMY AIR [redacted]ES

ROUTING SLIP

DATE 2 May 44

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Post War Planning	
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By Authority of
The Commanding General
Army Air Forces
29 Apr. 44
Date

29 April 1944

MEMORANDUM FOR: Chief of Air Staff

SUBJECT: IPWAF - The Air Inspector

1. This study submits the principles, functions and organization of inspection activities of the Initial Post War Air Force.

2. Premises. The study is predicated on the following premises:

a. Organization of IPWAF as approved for planning purposes by the Commanding General in his memorandum for Chief of Air Staff, dated 25 February 1944.

b. The U. S. Air Force, as an autonomous force co-equal with the Army and Navy will be fully responsible for all of its components and will not be subject to any inspections by other establishments such as those now made by The Inspector General and those made by the technical branches of the Army Service Forces.

c. The U. S. Air Force Air Inspector will be charged with responsibility for inspecting the U. S. Air Force and reporting upon the condition thereof to the Commanding General, U. S. Air Force, and to higher authority when directed.

d. The principle of organization as shown by the IPWAF charts Nos. 1, 2 and 6 will be the standard form of primary organization of all Air Force activities down to the lowest echelon.

e. Inspection will be a command function and provision therefor will be a requirement of every echelon.

f. The U. S. Air Force Air Inspector as air inspector for the Commanding General will be responsible for:

(1) Formulation of policies, plans, and standards governing inspection of all Air Force activities.

(2) Developing systems of inspection and organization of inspection activities, including systems of inspection reports, and standards governing inspection personnel.

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I N D E X

1. Memo for Chief of AS -- Subject: IPWAF - The Air Inspector, 29 Apr 44

2. R & R -- Initial PWAF -- fr Air Inspecotr, 9 Feb 44

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Initial Post War Air Force

AC/AS, Plans. 9 Feb. 1944

The Air Inspector 2
FER/sa 6525

1. The following comments are submitted:

a. Chart #1 - It is believed that Assistant Chief of Air Staff, Management Control, The Air Inspector and Public Relations, as shown in the chain of command under the Chief of Air Staff, are improperly diagramed and should be shown to the side of the block because the duties and activities thereunder do not report through those offices to the Chief of Air Staff.

b. Chart #2 - Under Chief of Operations it is suggested that the Division "Technical Services" should be called "Flight Services" and should include thereunder branches for flight control, weather, and airways communications. This would place under one staff head all of the functions pertaining to supervision of flight rules, regulations and airways aids including airport and airways control systems. This Flight Services activity in general should be charged with all matters pertaining to the use of the airplane as a vehicle as distinguished from the use of an airplane as a weapon or military tool.

c. Chart #3 - Under Chief of Personnel it is suggested that the Morale Division be eliminated as a separate division and be placed as a section under the Military Personnel Division. The morale activities pertain to Military Personnel and should be conducted under one chief.

Under Chief of Services, "Budget and Fiscal and Finance" should be changed to Finance only. This contemplates a finance officer who is responsible for the disbursement of funds. The Disbursing Officer should never be a part of the Budget and Fiscal activity. It is suggested that the Budget and Fiscal activity be transferred to a position directly under the Chief of Air Staff similar to Management Control, The Air Inspector and Public Relations. Budget functions are largely planning and as such they form one of the Chief of Air Staff's tools of control. The Fiscal activities are a follow up to the Budget activities. They involve no disbursements but keep records of allotments and available balances and are again tools of top-side control.

The Anti-aircraft Officer is believed misplaced under the Chief of Defense and Security inasmuch as this entire activity is shown under the Deputy for Administrative Services. It is suggested that the Anti-aircraft officer be transferred to a position under the Chief of Operations.

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d. Chart #5, Typical Air Force - It is suggested that Anti-aircraft activities be removed from the Director of Admihistration and Services and placed under the Director of Operations and Training. The Budget and Fiscal Officer should be removed from under Station Services and placed directly under the base commander as is Statistics and Inspections. It is also noted that there is no provision for communications and it is suggested that Communications along with Photography and Physical Training be placed under the Director of Operations and Training.

2. It is believed that the entire plan should adhere to the principle of having each echelon from the lowest in the field to the top staff functionally organized so that similar functions in one echelon are under the same organization channel in which they appear in each other echelon. If this plan is adhered to it will greatly simplify the flow of orders and reports. It will improve the quality of management inasmuch as personnel trained in the lower echelons can be moved up to occupy similar positions in a higher echelon and will be familiar not only with the work but with the channels of coordination.

3. During the present war and before the war, considerable administrative difficulties have been caused by the fact that homologous echelons of the principal commands bore no relation to each other. For instance: If the 1st Air Service Command served the 1st Air Force, the 1st Flying Training Command, the 1st Technical Training Command, the 1st Procurement District, and these homologous units were located in the same general geographical area, much confusion in administration might be avoided. It is, of course, too late to consider such a change during the present war, but at the close of the war when many installations will be abandoned, it should be much less dificult to regroup our activities under commands which will follow the general pattern outlined above. The number of subordinate commands concerned with training and service should be the same as the number of Air Forces. If there are to be four Air Forces in the continental limits of the United States, then there should be four Air Service Commands, four Flying Training Commands, four Technical Training Commands, etc. If there are to be only two Air Forces, the subordinate service and training commands should be divided accordingly.

4. If the above is accomplished it may be possible to reduce very materially the size of the central headquarters of the Training Command, Air Service Command, Materiel Command, etc. It may be possible to go even

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further and abolish these central commands entirely. This might be done by placing a deputy Army Air Forces commander over the group of homologous commands. This deputy commander would then command all Air Forces elements in his area and have an appropriate headquarters and staff located outside of Washington. This would permit the removal from Washington of a great bulk of administration now concentrated therein, which would be replaced by the essential coordinating functions now performed by the Training Command, Air Service Command, and Material Command. In other words, it would permit the removal from Washington of all administrative functions not absolutely essential to the Washington headquarters, and the concentration in the Washington headquarters of all coordinating functions now performed by the Training Command, The Air Service Command, and the Materiel Command, which must be concentrated in a central location.

JUNIUS W. JONES,
Brigadier General, U. S. Army,
The Air Inspector.

1 Incl:
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HEADQUARTERS OF THE ARMY AIR FORCES

WASHINGTON, D. C.

11 December 1943

SUBJECT: Post War Air Force.

TO : The Air Inspector, Room 4E-194, The Pentagon, Washington, D. C.

1. Assistant Chief of Air Staff, Plans has been directed to prepare for earliest submission a detailed plan covering the organization and composition of the post war U. S. Air Force.

2. The following have been accepted as assumptions, or ground rules, for planning purposes:

a. An autonomous Air Force as one of four major divisions of a composite Department of War, the other three being 1) Army, 2) Navy, and 3) Joint Production, Procurement and Resources Division.

b. That the Air Force will be an "M" day force, instantly ready to repel attack or to quash any incipient threat to world peace. It is therefore to be assumed that Air Force units will be stationed on an extensive chain of permanent bases extending from the Philippines eastward to the West Coast of Africa.

c. That the Air Force will consist of a GHQ, 6 Air Forces and appropriate commands.

d. The tactical force to consist of 105 groups divided into

40 very heavy bombardment groups
2 heavy bombardment groups
4 medium and light bombardment groups
45 fighter groups
3 reconnaissance groups
11 troop carrier groups

e. One Air Force to be deployed in the Atlantic (European-African) area comprised of 10 VHB, 10 F and 1 TC groups.

f. Two Air Forces to be deployed in the Pacific-Asiatic area aggregating 25 VHB, 1 HB, 25 F, 1 RECN and 6 TC groups.

g. Three Air Forces to be deployed in the U. S. (including Alaska and the Caribbean) aggregating 5 VHB, 1 HB, 4 M/LB, 10 F, 2 RECN and 4 TC groups.

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h. That the Air Force will have complete responsibility for training its own personnel, including arms and services. An Air Academy is contemplated which may provide complete higher education of regular officer personnel or, alternatively, may with West Point and Annapolis provide, say, two years of specialized training for Air, Army and Navy respectively to cadets who have previously undergone two years of unified general military education at a combined services school.

i. That there will exist a "Naval Air Arm" consisting of Air Force trained personnel permanently assigned to the Navy for special training and operations with ship-borne aircraft.

j. That there will be requirement for the Air Force similarly to supply to the Army, trained personnel for artillery spotting, liaison, et cetera.

k. That the Air Force will be responsible for all phases of research development, design, production, distribution, maintenance, et cetera, of military aircraft and other materiel peculiar to aviation; development and procurement of materiel common to all the services to be the responsibility of the Joint Production, Procurement and Resources Division.

3. Attached hereto as Enclosure "A" are five charts illustrating a suggested Air Force organization conforming with the stipulations of the directive.

4. Attached as Enclosure "B" is a preliminary Troop Basis giving tentative composition of the post war Air Force calculated on present T/O's and in conformity with the above "ground rules". Programs Division of Assistant Chief of Air Staff, Operations, Commitments and Requirements is continuing preparation of a further breakdown of Enclosure "B" to indicate personnel requirements by specialties.

5. As soon as this schedule of specialist requirements is available, Assistant Chief of Air Staff, Training will provide estimated training establishment required to maintain such a force.

6. It is desired that the opinions and suggestions of each Staff Section be submitted to Assistant Chief of Air Staff, Plans to facilitate drafting the final plan. The enclosed are forwarded as a tentative "guide" to precipitate study and suggestion.

7. It is requested that you give this problem early attention and supply Assistant Chief of Air Staff, Plans, with comments and suggestions -- especially those in reference to matters presently within the scope of your office -- as soon as possible. It is hoped that each section will provide details of the further organizational breakdown it recommends to handle its particular responsibilities.

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8. While suggestions for nomenclature will be welcome, all are urged not to permit concern over the name of a job to obscure the more important analysis of its functions. Ultimate nomenclature will probably not be decided until final plan is accepted.

9. Officers of the Post War Division, AC/AS, Plans, will be available for discussion or clarification and each addressee is invited to call 74024 to arrange such conference as may be desired.

10. The importance of the problem is self-evident and the cooperation of all concerned is earnestly requested to the end that the plan finally recommended may be as comprehensive and flawless as the combined efforts of the Air Staff can make it.

By Command of General ARNOLD:

Barney M. Giles

BARNEY M. GILES,
Major General, U. S. A.,
Chief of the Air Staff.

2 Encls.
Encl A - Charts
Encl B - Troop Basis

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HEADQUAR S ARMY AIR FORCES

(6)

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force.

TO: The Air Inspector.

DATE 2 Feb 1944

FROM: AC/AS, Plans.

COMMENT NO. 1
RCM/lay/74024

1. Reference is made to Secret letter, subject: "Post War Air Force", this office, dated 13 December 1943.

2. Request reply reach this office on or before 6 February 1944.

L. S. KUTER,
Brigadier General, U.S.A.,
Asst. Chief of Air Staff, Plans.

R. C. Moffat.
R. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Plans Div.

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WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON

SECRET
By Authority of
The Commanding General
Army Air Forces
29 Apr 44 ER
Date

29 April 1944

MEMORANDUM FOR: Chief of Air Staff

SUBJECT: IPWAF - The Air Inspector

1. This study submits the principles, functions and organization of inspection activities of the Initial Post War Air Force.

2. Premises. The study is predicated on the following premises:

a. Organization of IPWAF as approved for planning purposes by the Commanding General in his memorandum for Chief of Air Staff, dated 25 February 1944.

b. The U. S. Air Force, as an autonomous force co-equal with the Army and Navy will be fully responsible for all of its components and will not be subject to any inspections by other establishments such as those now made by The Inspector General and those made by the technical branches of the Army Service Forces.

c. The U. S. Air Force Air Inspector will be charged with responsibility for inspecting the U. S. Air Force and reporting upon the condition thereof to the Commanding General, U. S. Air Force, and to higher authority when directed.

d. The principle of organization as shown by the IPWAF charts Nos. 1, 2 and 6 will be the standard form of primary organization of all Air Force activities down to the lowest echelon.

e. Inspection will be a command function and provision therefor will be a requirement of every echelon.

f. The U. S. Air Force Air Inspector as air inspector for the Commanding General will be responsible for:

(1) Formulation of policies, plans, and standards governing inspection of all Air Force activities.

(2) Developing systems of inspection and organization of inspection activities, including systems of inspection reports, and standards governing inspection personnel.

FOR VICTORY BUY UNITED STATES WAR BONDS AND STAMPS

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(3) Supervision of the sylabi of instruction used in training of personnel for duty as Air Inspectors.

(4) Making or directing such periodic inspections and special investigations of Air Force activities as he deems necessary or as directed.

(5) Rendering reports as necessary or as directed to keep the Commanding General informed on the status and condition of the Air Force.

3. Functions. The functions of the U. S. Air Force Air Inspector will be as stated broadly in paragraph 1 f preceding. The same outline of responsibilities will apply to the Air Inspector of every echelon of command in so far as applicable within the authority and responsibility of his commander.

4. Definitions. The following definitions are used herein:

a. "Air Inspector". An officer appointed by authority of the Commanding General, U. S. Air Force and assigned to one of the following inspection duties:

(1) The U. S. Air Force Air Inspector and all officer personnel on his staff both at GHQ and in the field, and the officer faculty of the Air Inspectors School.

(2) The officer in charge of inspection section of an Air Force, an independent Command, a subordinate Command, a Wing or a Brigade; his deputy; and those officers of his staff in charge of inspection of Operations and Training, Administration and Services, and Supply and Maintenance.

b. "Air Inspectorate". The composite body of officers appointed as "Air Inspectors".

c. "Inspection Section". The inspection organization directly under the commander of any echelon above the squadron.

d. "Inspection Sub-Section". A sub-section responsible for inspection of either Training and Operations, Administration and Services or Supply and Maintenance.

e. "U. S. Air Force Air Inspector". The officer responsible for inspection activities of the U. S. Air Force and reporting direct to the Commanding General thereof.

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f. "GHQ Air Inspector". An air inspector on the staff of the U. S. Air Force Air Inspector. He may be on duty either at GHQ Headquarters or in a field location.

g. "_____Air Force Air Inspector". The title, preceded by the number of the Air Force, indicating the air inspector responsible for inspection activities of a numbered Air Force and reporting direct to the commander thereof.

h. "_____Command Air Inspector". The title, preceded by the name of the command, indicating the air inspector responsible for inspection activities of an independent command or subordinate command, and reporting direct to the commander thereof. Examples: "Materiel Command Air Inspector", "Air Transport Command Air Inspector", "3rd Bomber Command Air Inspector".

i. "Wing Air Inspector" or "Brigade Air Inspector" or inspector of a comparable echelon, followed by the designation of the organization, indicates the Air Inspector responsible for inspection activity of the organization and reporting direct to the commander thereof. Examples: "Wing Air Inspector, 8th Fighter Wing", "Brigade Air Inspector, 4th Brigade, AAA".

j. "Deputy Air Inspector". The deputy to the U. S. Air Force Air Inspector, or to an Air Force Air Inspector, a Command Air Inspector, or a Wing or Brigade Air Inspector.

k. The titles "Air Inspector, O&T", "Air Inspector, A&S" and "Air Inspector, S&M" indicate air inspectors in charge of inspection sub-sections Operation and Training, Administration and Services, and Supply and Maintenance, respectively in echelons of command down to and including a Wing or Brigade or comparable echelon.

l. The terms "Base Inspector", "Group Inspector", or "Depot Inspector" indicate the officer in charge of the inspection section of those organizations.

m. The titles "Ass't. Inspector, O&T", "Ass't. Inspector, A&S" and "Ass't. Inspector, S&M" indicate the inspector in charge of those respective inspection sub-sections of a Base, Group, Depot, or comparable echelon.

n. Inspection sub-section personnel who are limited to inspecting in a specialized field such as A&E Maintenance, Communications, Armament, Fiscal, Supply, Medical, Flight Control, etc. will be designated simply "_____Inspector" preceded by the applicable specialty, as for example "A&E Maint. Inspector", "Communications Inspector", etc. These terms will apply in all echelons and may be extended to any degree of specialty required to insure competent inspection.

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5. Principles Governing Inspection Organization. The following principles will govern the organization of U. S. Air Force inspection activities.

a. Inspection sections at all levels above the squadron or company will be made a responsibility of one officer reporting direct to his commander.

b. The primary organization of inspection sections at all levels will coincide with the three primary divisions of the U. S. Air Force and of its lower echelons. Accordingly the primary organization under the U. S. Air Force Air Inspector, each Air Force and Command Air Inspector, each Wing and Brigade Air Inspector, and each Base and Group Inspector will essentially consist of inspection sub-sections for:

(1) Operation and Training.

(2) Administration and Services.

(3) Supply and Maintenance.

c. Wherever practicable inspections will be conducted concurrently of O&T, A&S, and S&M activities and the inspections of each of these primary divisions will cover all phases of activity within the division. Thus an objective analysis is obtained of each of the three divisions and an over-all objective analysis of the organization as a whole is presented when the results are merged into the final report of the inspection.

d. The three inspection sub-sections will not prohibit additional sub-sections where required by an Air Force or Command having functions which require further specialization such as for Contract Inspection in the Materiel Command or Supply Inspection and Maintenance Inspection as separate inspection sub-sections of the Air Service Command.

e. Provision will be made on T/Os and EMTs for Base and Group inspectors and for assistant inspectors according to the needs of the Base or Group in consideration of its size and functions. Therefore the three primary sub-sections while recognized as an organizational principle in all echelons down to and including the Group and Base and comparable echelons, will not indicate the authorization of a separate assistant inspector for each of the three sub-sections at the Base or Group level.

f. Where inspection personnel are provided by T/Os, EMTs, etc., such personnel will be given no other primary duties and no duties which interfere with their inspection duties.

g. In squadrons or comparable and lower units inspection functions will generally be performed by the unit commander. He may be assisted by such officers as he may designate to inspection duties in addition to their other duties.

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b. Warrant officers and enlisted personnel will not be designated as chiefs of inspections sections or sub-sections of any echelon, but may be provided for on T/Os, EMTs, etc. as specialized assistants.

6. The Air Inspectorate. a. It is essential that personnel of the Air Inspectorate be especially chosen in consideration of not only their technical or other specialized qualifications, but also in consideration of other factors such as inherent thoroughness, judgment, personality, integrity and personal conduct.

b. It is also necessary that personnel potentially qualified for the Air Inspectorate be indoctrinated in inspection principles, organization, methods, technique and procedure.

c. To impart this indoctrination an Air Inspectors School is an essential part of the U. S. Air Force inspection organization.

d. Beyond the initial qualifications and academic training at the Air Inspectors School, it is necessary continuously to inform, instruct and direct the personnel of the Air Inspectorate in specific subjects and continuously to observe and evaluate their performance.

e. Personnel of the Air Inspectorate will generically be designated as "Air Inspectors" and will be composed of:

(1) The U. S. Air Force Air Inspector and all officer personnel on his staff both at GHQ and in the field, and the officer faculty of the Air Inspectors School.

(2) Air Force Air Inspectors, Command Air Inspectors, Subordinate Command Air Inspectors, Wing and Brigade Air Inspectors, deputies to the foregoing and Air Inspectors, O&T, Air Inspectors, A&S, and Air Inspectors, S&M on their staffs.

f. The U. S. Air Force Air Inspector will prescribe the qualifications for air inspectors.

g. Officer personnel will be selected and recommended by their commanders for appointment by the CG, U. S. Air Force as Air Inspectors. The U. S. Air Force Air Inspector will maintain a record of such appointments and terminations thereof.

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7. Frequency of Inspection.

a. The U. S. Air Force Air Inspector will make semi-annual inspections of the headquarters of all Air Forces, independent Commands, and other activities under immediate jurisdiction of the CG, USAF and such periodic and other inspections of lower echelons as he deems necessary and as directed.

b. Air Force and Command Air Inspectors will make annual inspections of all lower echelons down to and including groups and bases, and such other inspections within their commands as deemed necessary and as directed.

c. Group, regiment and base inspectors will conduct periodic inspections of all activities of the group or base as prescribed by Air Force Regulations, Technical Orders, etc. and as directed by their commanders.

d. Inspection of squadrons, companies and detachments and comparable activities will be a continuous inspection by the commanding officer, assisted by such other personnel as he may designate.

8. Special Investigations. In addition to making the required periodic inspections and special inspections as directed, special investigations will be made by air inspectors when deemed necessary and when directed by commanders. Special investigations will be conducted in accordance with regulations prescribed by the CG, USAF.

9. Research. At GHQ headquarters a separate division of the office of the U. S. Air Force Air Inspector is necessary to conduct research; develop systems, methods and procedures; analyze inspection reports; follow-up for appropriate action; analyze accidents; compile statistics indicating conditions and trends. This activity is essential to enable improvement as the final product and objective of all inspection activity.

10. Personnel Requirements. Estimates were made of the inspection personnel required to implement the IPWAF plan. While such estimates cannot be accurate without more specific information on the details of the organization and its deployment, the figures used are considered sufficiently accurate as basic guides to enable development of the next phase of the plan as pertains to inspection.

11. The following list presents the estimated basis for staffing inspection sections of various activities in the U. S. Air Force. Until further refinement of the IPWAF plan the grades cannot be specified. As a policy the Air Inspector in charge of any inspection section should be of the same grade as the Deputy Commander, in the case of Air Forces, Commands, etc., and of the same grade as the Executive Officer of echelons not having a deputy commander.

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(1) The U. S. Air Force Air Inspector and all officer personnel on his staff both at GHQ and in the field, and the officer faculty of the Air Inspectors School.

(2) The officer in charge of inspection section of an Air Force, an independent Command, a subordinate Command, a Wing or a Brigade; his deputy; and those officers of his staff in charge of inspection of Operations and Training, Administration and Services, and Supply and Maintenance.

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i. "Wing Air Inspector" or "Brigade Air Inspector" or inspector of a comparable echelon, followed by the designation of the organization, indicates the Air Inspector responsible for inspection activity of the organization and reporting direct to the commander thereof. Examples: "Wing Air Inspector, 8th Fighter Wing", "Brigade Air Inspector, 4th Brigade, AAA".

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n. Inspection sub-section personnel who are limited to inspecting in a specialized field such as A&E Maintenance, Communications, Armament, Fiscal, Supply, Medical, Flight Control, etc. will be designated simply "_____Inspector" preceded by the applicable specialty, as for example "A&E Maint. Inspector", "Communications Inspector", etc. These terms will apply in all echelons and may be extended to any degree of specialty required to insure competent inspection.

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5. Principles Governing Inspection Organization. The following principles will govern the organization of U. S. Air Force inspection activities.

a. Inspection sections at all levels above the squadron or company will be made a responsibility of one officer reporting direct to his commander.

b. The primary organization of inspection sections at all levels will coincide with the three primary divisions of the U. S. Air Force and of its lower echelons. Accordingly the primary organization under the U. S. Air Force Air Inspector, each Air Force and Command Air Inspector, each Wing and Brigade Air Inspector, and each Base and Group Inspector will essentially consist of inspection sub-sections for:

(1) Operation and Training.

(2) Administration and Services.

(3) Supply and Maintenance.

c. Wherever practicable inspections will be conducted concurrently of O&T, A&S, and S&M activities and the inspections of each of these primary divisions will cover all phases of activity within the division. Thus an objective analysis is obtained of each of the three divisions and an over-all objective analysis of the organization as a whole is presented when the results are merged into the final report of the inspection.

d. The three inspection sub-sections will not prohibit additional sub-sections where required by an Air Force or Command having functions which require further specialization such as for Contract Inspection in the Materiel Command or Supply Inspection and Maintenance Inspection as separate inspection sub-sections of the Air Service Command.

e. Provision will be made on T/Os and EMTs for Base and Group inspectors and for assistant inspectors according to the needs of the Base or Group in consideration of its size and functions. Therefore the three primary sub-sections while recognized as an organizational principle in all echelons down to and including the Group and Base and comparable echelons, will not indicate the authorization of a separate assistant inspector for each of the three sub-sections at the Base or Group level.

f. Where inspection personnel are provided by T/Os, EMTs, etc., such personnel will be given no other primary duties and no duties which interfere with their inspection duties.

g. In squadrons or comparable and lower units inspection functions will generally be performed by the unit commander. He may be assisted by such officers as he may designate to inspection duties in addition to their other duties.

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7. Frequency of Inspection.

a. The U. S. Air Force Air Inspector will make semi-annual inspections of the headquarters of all Air Forces, independent Commands, and other activities under immediate jurisdiction of the CG, USAF and such periodic and other inspections of lower echelons as he deems necessary and as directed.

b. Air Force and Command Air Inspectors will make annual inspections of all lower echelons down to and including groups and bases, and such other inspections within their commands as deemed necessary and as directed.

c. Group, regiment and base inspectors will conduct periodic inspections of all activities of the group or base as prescribed by Air Force Regulations, Technical Orders, etc. and as directed by their commanders.

d. Inspection of squadrons, companies and detachments and comparable activities will be a continuous inspection by the commanding officer, assisted by such other personnel as he may designate.

8. Special Investigations. In addition to making the required periodic inspections and special inspections as directed, special investigations will be made by air inspectors when deemed necessary and when directed by commanders. Special investigations will be conducted in accordance with regulations prescribed by the CG, USAF.

9. Research. At GHQ headquarters a separate division of the office of the U. S. Air Force Air Inspector is necessary to conduct research; develop systems, methods and procedures; analyze inspection reports; follow-up for appropriate action; analyze accidents; compile statistics indicating conditions and trends. This activity is essential to enable improvement as the final product and objective of all inspection activity.

10. Personnel Requirements. Estimates were made of the inspection personnel required to implement the IPWAF plan. While such estimates cannot be accurate without more specific information on the details of the organization and its deployment, the figures used are considered sufficiently accurate as basic guides to enable development of the next phase of the plan as pertains to inspection.

11. The following list presents the estimated basis for staffing inspection sections of various activities in the U. S. Air Force. Until further refinement of the IPWAF plan the grades cannot be specified. As a policy the Air Inspector in charge of any inspection section should be of the same grade as the Deputy Commander, in the case of Air Forces, Commands, etc., and of the same grade as the Executive Officer of echelons not having a deputy commander.

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Inspections Sections	No. of Units	Basic Requirements Off.	WO	Enl.
U. S. Air Force Air Inspector - GHQ	1	50	5	0
GHQ Field Offices	8	17	4	0
Air Forces & Commands	13	12	5	0
Subordinate Commands	(not known)	4	3	0
Wings	(not known)	3	2	3
Group (VHB)	40	2	1	4
Group (Flying - other than VHB)	65	1	1	2
Group (Service - Depot - and comparable)	(not known)	1	1	2
Air Base, Tactical (Average)	(not known)	4	1	3
Air Base (Flying School)	(not known)	4	2	4
Air Base (Technical School)	(not known)	4	2	2

JUNIUS W. JONES,
Major General, U. S. A.,
The Air Inspector.

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Air AB 370.01 (64) b

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11-3-19

Responsible Officer

145.041A-11

28 Oct 1947

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11-3-19 COMMENTS - IPWAF - FOURTH AIR FORCE

11-3-19

4339-11

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SECRET
28 Oct 1944
BY AUTHORITY C. G., 4TH AIR FORCE
JER

SAVE

4AF

FOR VICTORY
BUY UNITED STATES WAR BONDS AND STAMPS

HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
180 NEW MONTGOMERY STREET
SAN FRANCISCO 6, CALIFORNIA

322/12 (Post War)

28 OCT 1944

AEP-50

SUBJECT: Post War Plans.

TO: Commanding General, Army Air Forces, Washington 25, D.C.

1. In compliance with secret letter, Headquarters Army Air Forces, subject: "Post War Plans", dated 15 July 1944, and directives contained in confidential letter, Headquarters Army Air Forces, subject: "Post War Plans," dated 4 May 1944, the following plan is submitted. This information is substituted for that contained in secret letter, this headquarters, subject: "Post War Plans", dated 27 September 1944.

2. The role of the Fourth Air Force subsequent to the present war, as has been stated in subject letter, this headquarters, dated 22 June 1944, would be as follows:

a. During the transitional period immediately following the cessation of hostilities to participate in the demobilization of the War Air Force and to assemble, organize and initiate training of the allotted proportion of the post war Air Force.

b. The long-term role of the Fourth Air Force is to conduct such studies, training and operations in close, comprehensive and wise agreed coordination with ground and sea forces as will best promote the development of the strategy, tactics, techniques and materiel for waging successful war. It is vital that each unit participate intensively in individual, team, unit and combined training and operations throughout the Alaskan area in order to provide an in-being Air Force in instant readiness for combat in that theater.

c. The prospective Air Force will be that Air Force in being which will prevent or counter the initial hostile act in the most probable location of the future theater of war. It will also be the nucleus for the greatly and rapidly expanded War Air Force should its prospective strength be insufficient to prevent actual war. It is essential, therefore, to train and maintain the highest possible degree of individual, team, unit and force proficiency and to provide for the development of those commanders who, throughout all echelons, will lead our Air Forces in battle. These commanders must be well grounded in strategy and

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tactics, in combined operations of the ground and naval forces and in administration and logistics in the conduct of war in the most logical theater of war. To accomplish this the program of training and operations must culminate in the employment of "Task Forces" combining all types of air, ground and naval units and equipment in the execution, in the actual area of anticipated employment, of all phases of Color Plans for the Alaskan area."

3. Without detailed information as to the number and type of units that are to be assigned to this Air Force it is impossible at this time to accurately determine the number and location of bases necessary to accommodate such tactical organizations as may be assigned this Air Force, however, the following ten (10) Alaskan and continental stations, divided into three (3) areas are listed in order of priority, as directed in confidential letter, Headquarters Army Air Forces, subject: "Post War Plans", dated 4 May 1944:

Calif. Ariz. Nev. area	Wash. Ore. Idaho area	Alaskan area
1. March Field	1. McChord	1. Elmendorf
2. Muroc	2. Geiger	2. Ladd
3. Hamilton or Fairfield-Suisun		
4. Davis-Monthan		
5. Luke Field		

In addition to the above mentioned stations, the following are believed necessary, listed in order of priority, if the plan of maintaining a strategic reserve in the continental limits as proposed in secret letter, Headquarters Army Air Forces, subject: "Post War Plans", dated 15 May 1944, is followed:

Calif. Ariz. Nev. area	Wash. Ore. Idaho area	Alaskan area
1. Fairfield-Suisun or Hamilton	1. Sand Point, Wash.*	1. Nutchek
2. Hammer Field	2. Klamath Falls *	2. Umnak
3. Las Vegas		3. Annette Island
4. Chico, Calif.		4. Nome

*Presently occupied by the Navy.

The availability of these fields for various types of aircraft is as listed in Inclosure 1. Selection of these airfields has been made on the basis of:

a. Strategical location
b. Training and operational facilities
c. Air Base facilities
d. Morale considerations
e. Economy of operations as regards utilization of existing air bases.

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4. Bombing and Gunnery Ranges essential to operations:

a. No land range areas would be necessary in Alaska except for the use of units stationed at Ladd Field as other bases recommended are in close proximity to the beach. Designated ocean areas could be set aside for such practice.

b. In the case of Ladd Field, this headquarters does not have the information concerning existing range facilities, however, it is believed that if they do not exist, the following range requirements are necessary:

(1) An area approximately 20 miles wide by 40 miles long for bombing range and air to air gunnery range.

c. Bombing and Gunnery ranges required for continental bases are shown in Inclosure 2.

5. Other facilities necessary to enable accomplishment of mission:

a. Communications. The following is an analysis of the communications requirements of the post-war Fourth Air Force, charged with maintenance of a striking force capable of instant employment as an instrument of U.S. international policy; maintenance of an air defense of the West Coast and Alaska consistent with Air Force preparedness policies; training of combat elements of the Air Force and the maintenance of a combat reserve which may be rapidly expanded in a national emergency.

(1) Tactical communications. Tactical communications for air defense of Alaska are arrived at from a map study and intelligence only, and for the West Coast actual wartime experience. Forty-eight (48) radar stations will be required to cover the western coast of the United States and the entire coast line of Alaska including the Aleutian Islands.

(2) Control and Communications Wing. From the experience gained in this Air Force and that derived from overseas theaters and following the general plan contained in "Preliminary Communications Plan for the Initial Post War Air Force", prepared by the Air Communications Officer, it is strongly recommended that all elements of communications, including aircraft warning, fighter control and radio aids to navigation be integrated into a Control and Communications Wing within the Air Force. From this assumption, the Air Force Headquarters will have one Control and Communications Wing which will provide all the fighter

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control, aircraft warning, radio aids to navigation, and communications operations and services for the Air Force. This Wing will consist of an appropriate number of Control and Communications Groups. The Control and Communications Group will be constituted of appropriate number of aircraft warning, fighter control, communications installation and maintenance, and communications operations squadrons, depending upon the number and disposition of the aircraft warning, fighter control, fighter, bomber, and other installations and forces. The commander of the Control and Communications Wing will also be the Communications Officer on the staff of the Air Force commander.

(3) Control Groups. The Control and Communications Group will provide all the aircraft warning, fighter control, communications installations and maintenance, and communications operations within the Wing area. Each Control and Communications Group will consist of one or more of each of the following type units:

(a) Group Headquarters
(b) Aircraft Warning Squadron
(c) Fighter Control Squadron
(d) Communications Installation and Maintenance Squadron
(e) Communications Operation Squadron.

(4) Distribution of Forces.

(a) Alaska.

1. Nenak Control and Communications Group (14 radars)
2. Anchorage Control and Communications Group (14 radars)

(b) Continental United States.

1. Silver Lake, Washington and Oregon Control and Communications Group (7 radars)
2. Berkeley, Northern California Control and Communications Group (5 radars)
3. Hollywood, Southern California Control and Communications Group (3 radars)

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Availability of Bases by Types of Units

Very Heavy Bomb

March
Muroc
Hamilton
Davis-Monthan
Fairfield Suisun

Heavy Bomb

McChord — Bluethenherf
Las Vegas — Ladd
Bowen — Nelrnek
Geiger — Umiak
Sand Point — Nome
Annette Island ✓

Medium and Light Bomb and/or Fighter

Hammer
Luke
Klamath Falls
Chico, Calif.

Inclosure #1

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Bombing and Gunnery Range Requirements

Range Required By	Name & Type Range	Area	Presently Assigned to
March Field	Bristol Lake Cadiz Lake Bomb		
	Air to Ground		
	Precision Bomb Target	192,000 Acres	March Field
	Camp Irwin		
	Air to Air	?	Hamner Field
Nuroc	Saline Valley		
	Air to Air	588,000 "	Nuroc
	Nuroc Range		
	Air to Ground		
	Precision Bombing	256,800 "	Nuroc
Hamilton Field	Tubbs Island (Air to Ground	398 "	Hamilton Field
	Tonopah Bomb & Gun Range		
	Precision Bombing		
	Air to Air		
	Air to Ground	1,000,000 "	Tonopah
Davis-Monthan	Sahuarita		
	Precision Bombing	25,920 "	
	" "	640 "	
	" "	649 "	
	" "	729 "	
	" "	640 "	Davis-Monthan
	Willcox		
	Air to Ground Gunnery	29,140 "	Davis-Monthan
	Shut Tank		
	Air to Ground	34,798 "	Davis-Monthan
Luke Field	(Joint use of Davis-Monthan ranges)		
McChord Field	Yakima Range Area		
	Air to Air	161,280 "	Moses Lake

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Range Required by	Name & Type Range	Area	Presently assigned to
Gowen Field	Precision Bombing	2,560 Acres	Gowen Field
	" "	2,560 "	" "
	" "	2,560 "	" "
	" "	2,560 "	" "
	" "	2,565 "	" "
	Air to Ground Gunnery	14,795 "	" "
	Central Oregon		
	Air to Air	705,713 "	" "
	SE Oregon		
	Air to Air	874,179 "	" "
Geiger Field	(Joint use of McChord Field ranges)		
Fairfield-Suisun	(Joint use of Hamilton Field ranges)		
Las Vegas	(Presently assigned range facilities to be retained)		
Chico, Calif.	Marysville		
	Skip & Dive Bombing	?	Chico, Calif.
	Camp Beale		
	Air to Ground	?	Chico, Calif.
[illegible]nd Point, Wash.	(Joint use of McChord Field ranges)		
Klamath Falls	(Joint use of Central Oregon and SE Oregon ranges with Gowen Field)		

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SECRET
BY AUTHORITY C. G., 4TH AIR FORCE

FOR VICTORY BUY UNITED STATES WAR BONDS AND STAMPS

SAVE

11-3-19

322/w10

HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
180 NEW MONTGOMERY STREET
SAN FRANCISCO 6, CALIFORNIA

23 SEP 1944

SUBJECT: Post War Plans.

TO: Commanding General, Army Air Forces, Washington 25, D. C.

1. In compliance with your secret letter dated 15 July 1944, above subject, and directive contained in your confidential letter of 4 May 1944 and supplementary secret letter on the same subject of 15 May 1944, the following recommendations are submitted:

a. Eight group stations are desired in Alaska as follows in order of priority: Elmendorf Field, Naknek, Umnak, Adak, Nome, Amchitka, and Annette Islands.

b. Twelve group stations in the United States are recommended in the following priority: Hamilton Field, March Field, McChord Field, Davis-Monthan Field (Tucson), Muroc Army Air Field, Hammer Field, Geiger Field, Gowen Field, Chico Army Air Field, Redmond Army Air Field, Luke Field, and Moses Lake Army Air Field.

c. Additional fields in the United States and Alaska in order of preference are as follows: Walla Walla Army Air Field, Tonopah Army Air Field, Wendover Field, Mt. Home Army Air Field, Las Vegas Army Air Field, Mather Field, Fairfield-Suisun Army Air Field, Minter Field, and Blythe Army Air Field. In Alaska: Yakutat, Big Delta, Fort Morrow, Fort Randall, and Juneau.

d. Stations have been selected with the following factors in order of importance:

(1) Strategical location.

(2) Training facilities.

(3) Unlimited operation for all type aircraft.

(4) Air base facilities.

(5) Morale considerations.

(6) Economy of operation as regards utilization of existing air bases.

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e. It is contemplated relieving half of each group in Alaska in January and July of each year, replacing it with half a group from the United States, so that an experienced force may be maintained in Alaska at all times and the personnel stationed in the United States will have an opportunity to know the Alaskan area. A group headquarters will be located at each station.

f. Half of the stations in Alaska as well as those in Continental United States will be fighter and the other half will be bombardment.

g. Commanding Officers of all above-named stations will be responsible for the supervision and maintenance of all Air Corps stations nearest their station. Where such stations are equally distant from two or more active stations the ranking Commanding Officer will be held responsible.

h. Mission of the Fourth Air Force:

(1) The long-term role of the Fourth Air Force is to conduct such studies, training and operations in close, comprehensive and wide spread coordination with ground and sea forces as will best promote the development of the strategy, tactics, techniques and materiel for waging successful war. It is vital that each unit participate intensively in individual, team, unit and combined training and operations throughout the Alaskan area in order to provide an in-being Air Force in instant readiness for combat in that theater.

(2) The peacetime Air Force will be that Air Force in being which will prevent or counter the initial hostile act in the most probable location of the future theater of war. It will also be the nucleus for the greatly and rapidly expanded War Air Force should its peacetime strength be insufficient to prevent actual war. It is essential, therefore, to reach and maintain the highest possible degree of individual, team, unit and force proficiency and to provide for the development of those commanders who, throughout all echelons, will lead our Air Forces in battle. These commanders must be well rounded in air strategy and tactics, in combined operations with ground and Naval forces and in administration and logistics in the conduct of war in the most logical theater of war. To accomplish this the program of training and operations must culminate in the employment of "Task Forces" combining all types of air, ground and Naval units and equipment in the execution, in the actual area of anticipated employment, of all phases of Color Plans for the Alaskan area.

i. Organization:

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(1) Housekeeping units for group stations will be permanently assigned to that station, thus permitting the groups to move freely from one base to another with a minimum of delay, thereby making possible a quick concentration of a large force in any area assigned to this command or to any other area which this command may be ordered to support.

2. Information on the following data is being gathered and will be submitted in a subsequent letter:

a. Personnel.

b. Airplanes.

c. Air base data.

d. Bombing and gunnery ranges.

e. Special projects.

f. Signal and communications, including radar.

g. Miscellaneous.

James E. Parker

JAMES E. PARKER
Brigadier General, U. S. Army
Commanding

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SECRET
28 April 1944
BY AUTHORITY C. G. 4TH AIR FORCE
SER

HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
180 NEW MONTGOMERY STREET
SAN FRANCISCO. 6. CALIFORNIA

322/W/5/AAF

4AFOD-1
28 APR 1944 ACT-4
(3)

SUBJECT: Initial Post War Air Force.

TO: Commanding General, Army Air Forces, Washington, 25, D. C.
Attention: Chief of Air Staff.

1. As directed in secret letter, your headquarters, above subject, dated 4 April 1944, the following comments are submitted for your consideration.

a. As the Fourth Air Force is engaged almost exclusively in RTU training of fighter pilots and bombardment crews, it is not considered that any of the topics contained in the study pertains directly to this activity.

b. The Fourth Air Force reorganized under a functional staff organization on 1 April with a Director of Operations, Director of Administration and Director of Supply and Maintenance. The limited operations under the new orgenization precludes establishing any recommendations as to the efficiency of this type of organization. Preliminary experience and studies indicate it is a more efficient operating organization and can be conducted with less personnel. The Fourth Air Force will be in a position to give definite recommendations and suggestions on this type of organization in about four months.

c. Facts and statistics are not available to this headquarters on which to base recommendations on the subjects listed in paragraph 2, Section IV.

d. Many of the items contained in the recommendation of the Training Command have unusual merit. It is not believed, however, that it should be accepted in its entirety. Careful and detailed study should be given to the proposed plan of officer procurement, promotion and attrition. This plan provides for the promotion each year of 1886 captains and the forced attrition of 1150 majors. These majors will retire at the age of 38 with a retirement pay on the present basis of approximately $1,200.00 per year. Upon completion of the present war, there will be

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Undoubtedly a tremendous expansion in business and industry and it is not believed the inducement of $1200.00 a year retirement at 38 would be attractive to the officers who would be interested in making the Air Forces their career.

Wm. E. LYMD,
Major General, U. S. Army,
Commanding.

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

SECRET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force.

TO: AC/AS, Plans

DATE 2 May 1944

FROM: AC/AS, Training

COMMENT NO. 1
AFACT-4/RJW/dmc/73192

Forwarded as a matter pertaining to your office.

1 Incl:
Ltr fm 4th AF
dtd 28 Apr 44

W. E. Brown, Lt Col
for R. R. WALKER
Colonel, Air Corps
Chief, Unit Training Div.
AC/AS, Training

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5 Feb 1944
SER

HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
180 NEW MONTGOMERY STREET
SAN FRANCISCO, 6, CALIFORNIA

322/16 AAF/wl

4AFAT-1

6 FEB 1944

SUBJECT: Post War Air Force.

TO: Commanding General, Army Air Forces, Washington, D. C.

1. This headquarters concurs in general with the overall plan for a Post War Air Force as outlined in Chart #1, of inclosure A, to letter headquarters AAF, subject: "Post War Air Force," dated 11 December 1943. Chart #5 illustrates typical Air Force, Wing, and Base Command. A typical base organization is being set up at several stations of the Fourth Air Force for the purpose of determining its adequacy. All indications now point toward a more efficient organization under this plan of operation.

2. A study of Inclosure "B" - "Troop Basis" indicates that units are to be organized on existing Tables of Organization. While this may be suitable for tactical units, it is not believed the Table of Organization for service units will be adequate, and it is suggested that Tables of Organization be revised with the knowledge gained during present conflict. For example, it is contemplated utilizing a Base Headquarters and Air Base Squadron at reduced strength to man 55 Continental Air Force Stations. It is not possible for 10 officers and 135 men to handle the administration and service of a tactical base. Another example is pointed out in that two Quartermaster Boat Companies are set up for rescue operations in the Pacific Asiatic area. If the operations are to be as extensive as it is apparently anticipated, since the troop basis chart indicates the operation of 100 Fighter Squadrons, 100 Bomber Squadrons, 24 Troop Carrier Squadrons, it would appear that the Emergency Rescue operations will be quite inadequate.

3. Due to the absence of adequate factual data, procedures, and functions regarding the organization of the Post War Air Force, this headquarters is not in a position to add more comments and suggestions at the present time.

WM. E. LYND,
Major General, U. S. Army,
Commanding.

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13 FEB 1944
HQ A A F

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11-3-6 COMMENTS - IPWAF - AC/AS-M&S

11-3-6

Responsible Officer

145.04 A-12

11 Aug

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FROM: AFDPR

OBJ NAME:

DATE: 1 Aug 44

NO: DC-30466

SUSPENSE DATE:

TYPE: IDM

FILE DESIGNATION:

SUBJECT:

Initial Post War Air Force.

Incls.

TO:	TO:	TO:	TO:	TO:
AMS-2				
DATE:	DATE:	DATE:	DATE:	DATE:
Aug 44				
ON: GP		DO NOT REMOVE THIS COPY		

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HEADQUARTERS ARMY AIR FORCES

ROUTING SLIP

DATE 7/25/44

TO: General Echols

OFFICE	BUILDING
~~General~~ Powers Thru: Col. Sessums	
ATTENTION: ~~Col.~~ Dyson Actg	ROOM

FOR:

	COORDINATION		INVESTIGATION		NEC. ACTION
	INFORMATION		RECOMMENDATION		SIGNATURE
	FILE		CONFERENCE		

REMARKS: 1. The attached memorandum has been prepared in accordance with General Giles' directive of 4 Apr 44, and embodies in refined form the comments, which you have reviewed, of all divisions and offices of AC/AS, M&S, on the study prepared by AC/AS, Plans.

2. If it meets with your approval, it is requested that it be signed and returned to this office for transmission to AC/AS, Plans.

3. The Control Office memorandum to General Echols which was reviewed by Col. Sessums, General Powers and, evidently, Gen. Echols, upon which this final answer to Plans was based is also attached.

4. Attached Memo has been coordinated by all Divisions of M+S.

R.W.B.

FROM:

NAME	OFFICE OR SYMBOL
Major S. S. Mullin	
PHONE 5070 / BUILDING	ROOM 4B 856

3-218, AF

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HEADQUARTERS ARMY AIR FORCES

ROUTING SLIP

DATE 7 [illegible]

TO:

OFFICE OR SYMBOL	BUILDING
ATTENTION:	ROOM

FOR:

	COORDINATION		INVESTIGATION		NEC. ACTION
	INFORMATION		RECOMMENDATION		SIGNATURE
	FILE		CONFERENCE		

REMARKS:

1. ~~Colonel Navo-Coordination~~ SE-975

2. ~~Colonel Hilton-Signature~~ SE 1077

3. Lt. Col. ~~S~~Baldwin-Room 4C-863

FROM:

NAME	OFFICE OR SYMBOL
W. P. ~~BROWN~~ Lt. Col., A.C.	
PHONE / BUILDING	ROOM

3-218, AF

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HEADQUARTERS ARMY AIR FORCES

ROUTING SLIP

DATE

TO:

OFFICE OR SYMBOL	BUILDING
ATTENTION: (see below)	ROOM

FOR:

X	COORDINATION		INVESTIGATION		NEC. ACTION
	INFORMATION		RECOMMENDATION		SIGNATURE
	FILE		CONFERENCE		

REMARKS:

For concurrence.
Please expedite by hand.

1. ~~Colonel Miller~~ 920
2. ~~Colonel Bowen~~
3. ~~General Hopkins~~
4. ~~General Jones~~
5. ~~Colonel Irvine~~
6. Colonel Mayo
7. ~~Colonel Nielsen~~

OFFICE OR SYMBOL
F. N. ESSCOMB, JR., COL., A.C.
BUILDING / ROOM

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[redacted]

I N D E X

1. Copy Memo, Subject: Initial Post-War Air Force, dtd 8 May 44

2. Memo for C/AS, Subject: Initial Post-War Air Force, dtd 11 Aug 44

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49-1412-2

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

[redacted]

FOR VICTORY BUY UNITED STATES WAR BONDS AND STAMPS

AFWMD-4D
11 AUG 1944

MEMORANDUM FOR THE CHIEF OF AIR STAFF:

Subject: Initial Post War Air Force

Pursuant to General Giles' directive, subject "Initial Post War Air Force, dated 4 April 1944, the following comments and recommendations on the study prepared by AC/AS, Plans, same subject, dated 15 February 1944, are presented by AC/AS, Materiel and Services. This reply has been delayed beyond the established deadline pursuant to conversations between Colonel Moffatt, AC/AS, Plans, and Major Mullin, AC/AS, Materiel and Services.

1. The amount of production and procurement responsibilities, as well as development engineering and supply responsibilities which would remain with the Air Force, as opposed to that carried on by the proposed Bureau of War Resources, should be clarified. This office agrees with respect to the recommendation already contained in the study as to the necessity for the retention in the Air Forces of the responsibility for production, procurement and development of aircraft. It is also suggested that "other items peculiar to aviation" be more broadly construed than they were in WD Circular No. 59, issued in March 1942, so as to include not only aircraft but also those items of ordnance, chemical warfare, signal and other equipment which experience has demonstrated are used almost exclusively within the Army Air Forces. Under such a broader interpretation the Air Force would have authority over the development, production and procurement of such items as bombs, many signal items, aircraft cannon, etc., responsibilities for which now rest with Chief of Ordnance, Chief of Chemical Warfare, Navy Department, etc.

2. The new responsibilities of the Air Force outlined in paragraph 6 K, section 3 of the subject study will necessitate the expansion of curricula in the Air Force training establishments to provide the required specialist personnel. Provision should also be made for specialized training in our present special staff officers' specialties. Specialist Air Force schools and training centers should be established for the training of officers and enlisted men in the specialties such as Quartermaster, Engineers, Chemical Warfare, Ordnance, etc., now being handled by ASWAF personnel, so that the Air Force will have a constant reservoir of competent, thoroughly trained personnel, and a sound morale among all its non-flying as well as flying officers, based upon their realization that the Air Force recognizes the need for their specialized services, and provides full advantages for their education and training.

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3. Paragraph 6K of section 3 of the subject study needs clarification so that it will define more specifically the exact responsibilities of the Air Force. The Air Force, in assuming the new responsibilities mentioned in this section will apparently become responsible for many types of related equipment, including taking over and becoming responsible for certain arsenals, proving grounds, industrial facilities, etc., which are now under the jurisdiction or cognizance of other services.

4. The proposed plan (as shown on chart No. 5) apparently contemplates putting procurement and supply of Ordnance and Chemical Warfare items under the Chief of Supply; maintenance of Ordnance and Chemical Warfare items under the Chief of Maintenance; and research and technical development of Ordnance and Chemical Warfare items under the Chief of Research and Technical Development. These three chiefs report to the Deputy for Supply and Maintenance. This office supports this proposed functional arrangement of these activities and operations.

5. It is suggested that Air Force specialists, in those procurement and production activities which are not peculiar to the Army Air Forces and which therefore become the responsibility of the Bureau of War Resources, be appointed as representatives of Air Force interests.

6. This office recommends that complete clarification be made of the status of non-rated officers with respect to opportunities for command positions, in order to attract personnel with particular skills and aptitudes for ground work which the autonomous Air Force will require. In this connection it is urged that all positions not directly involving flying be open for the assignment of qualified officers, regardless of their lack of flying status.

7. The Air Service and Materiel Commands should be inactivated as commands and established instead as an Air Force supply and services agency (as is already directed in AAF Regulation No. 20-43) under the direct control of the Deputy for Supply and Maintenance. It would seem logical that service test and flight test activities should be included in this new combined agency, rather than having flight test activities under the Proving Ground Command as suggested in the subject study.

8. The proposed Troop Basis should be enlarged to include 52 Air Chemical Warfare officers at large, (25 of whom would be in the United States, Alaska, Caribbean area, 18 in the Pacific, Asiatic area, and 9 in the European, African area) and a total of 14 additional chemical companies, air operations, 12 of which would be in the United States, Alaska, Caribbean areas, and 2 would be in the Atlantic, European, African area.

9. It is recommended that a Transportation Branch be established as the fourth branch under the Deputy for Supply and Maintenance (see revised chart No. 5, attached) and that traffic be handled in a unit under the Chief of Transportation rather than under the Chief of Supply, as proposed in subject study. This amount of departmentalization should prevail in higher echelons, such as U. S. Air Force Headquarters, and the Headquarters of the individual

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10. It is also recommended that a branch under the Deputy for Supply and Maintenance be established (see revised chart No. 5) which would be known as the Construction Branch, and which would be involved with matters pertaining to real estate, installations, and their maintenance, construction, etc. It has been the experience of this office that these matters are of such moment and uniqueness, at least on the Air Force Headquarters level, as to warrant the establishment of a separate branch.

11. A plans and Requirements Office should be established which would report directly to the Deputy for Supply and Maintenance and have technical and coordinating authority over each other branch of that Deputy's office and should contain an Analysis and Reports Section, a Policy and Organization Section, and a Financial Section. This proposed Requirements Planning Office would be responsible only for providing planning bases and factors and assembling overall status reports and monitoring the organization and the application of policies of the Deputy for Supply and Maintenance by the individual branches of his office.

12. It is also recommended that a Production Resources Liaison and Planning Office be established in a position to report directly to the Deputy for Supply and Maintenance. This Office would represent the Air Force's interests, as a claimant agency for necessary materials, before the Bureau of War Resources, in much the manner in which the Resources Division or ARCO, of this office, now represents the Army Air Forces' interests in the War Production Board.

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AFMMD-4D

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2 Incls.
Revised Chart No. 5
Copy No. 40 -- Plan for Initial
Post War Air Force and covering
Memorandum dated 4 April 1944

O. P. ECHOLS
Major General, U.S.A.,
Asst. Chief of Air Staff,
Material and Services

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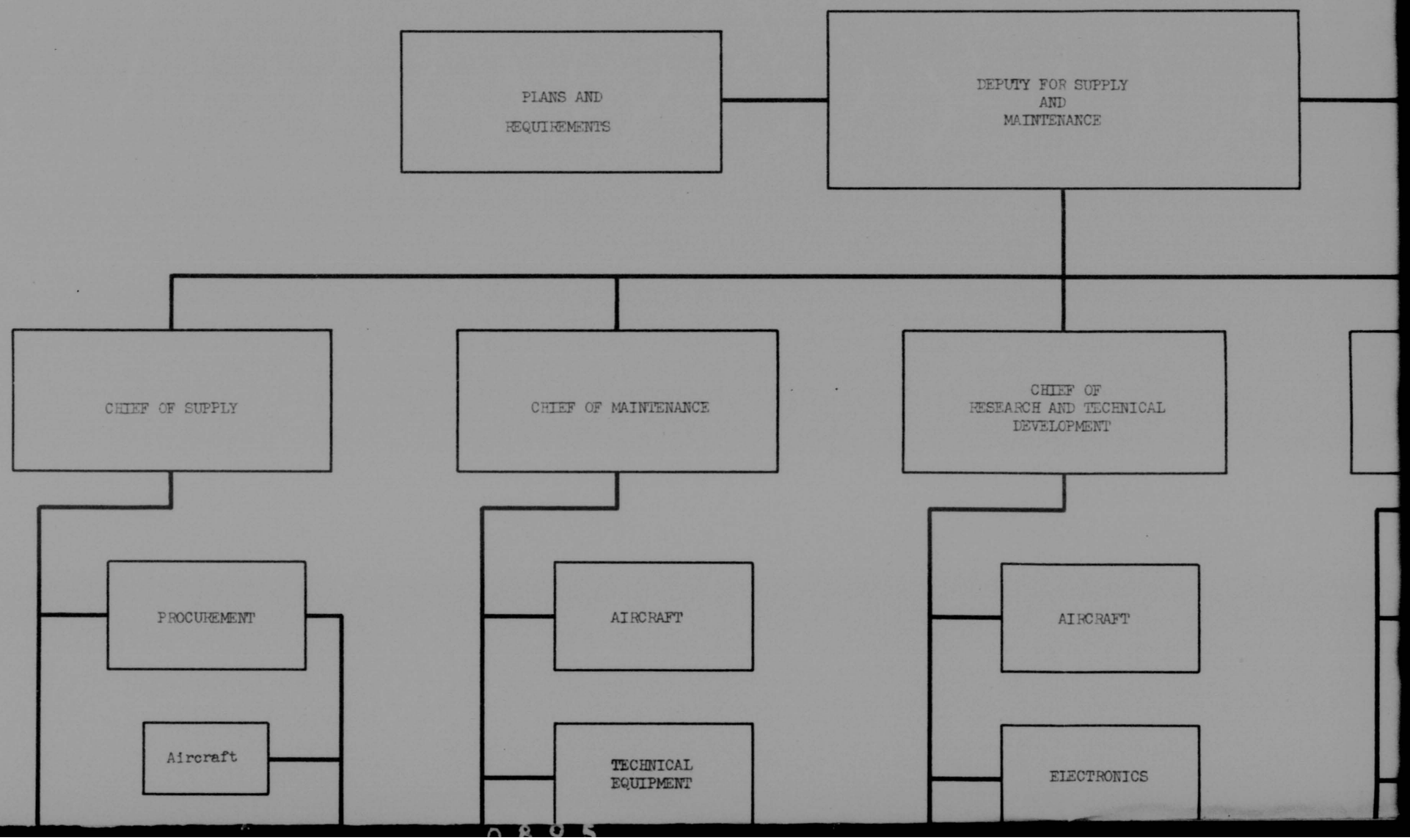
INITIAL POST WAR AIR FORCE CH



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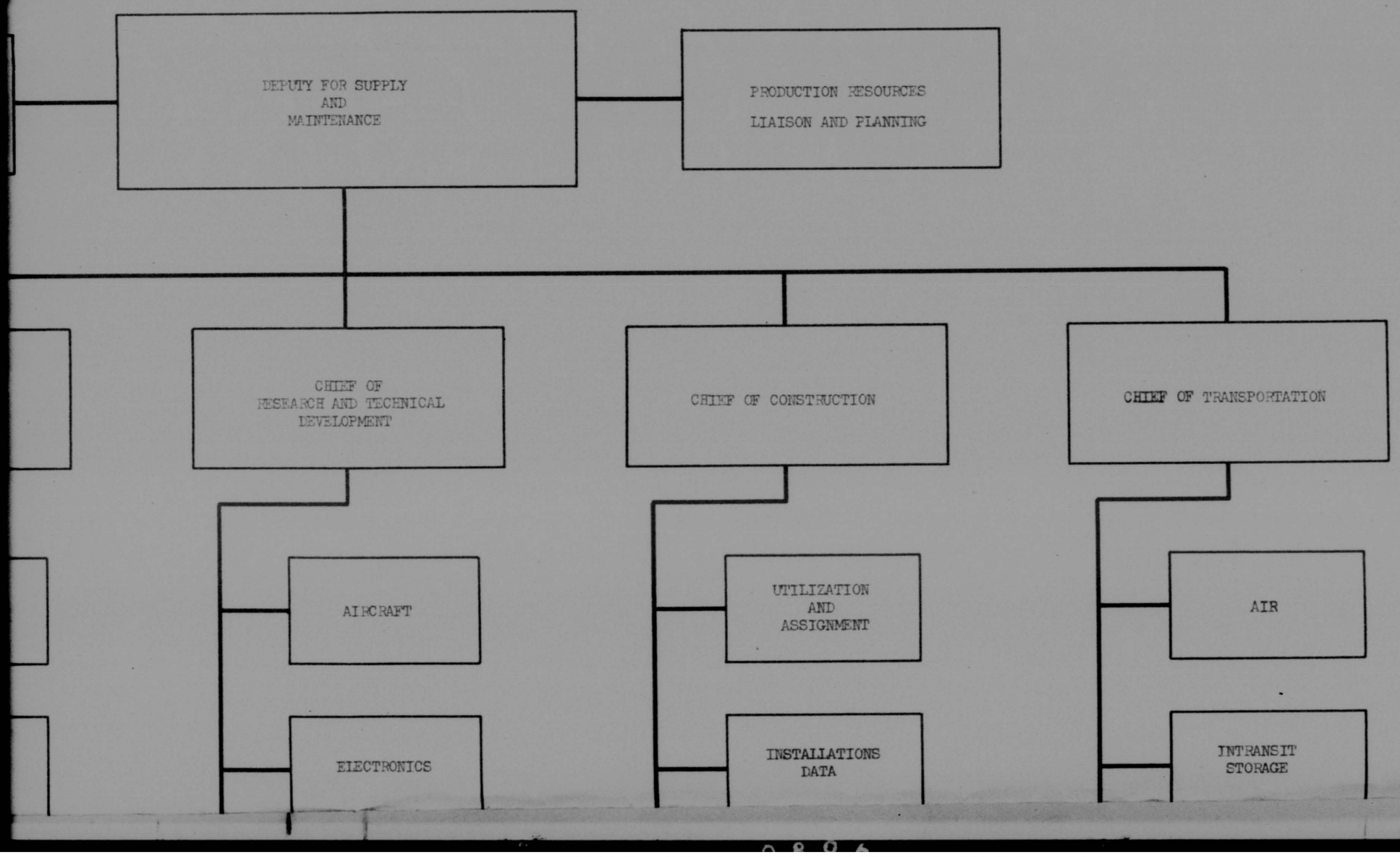
OST WAR AIR FORCE CHART No. 5



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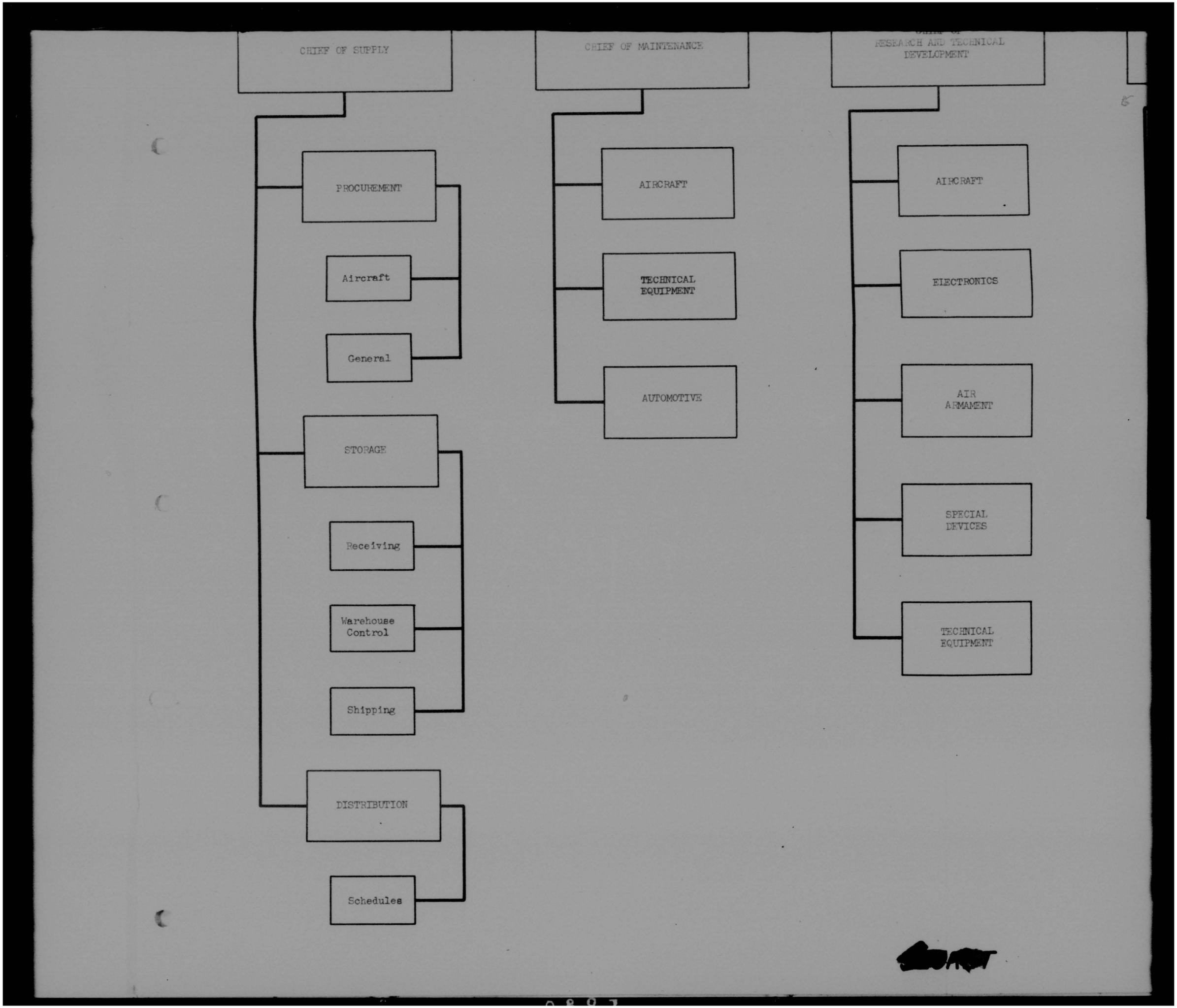

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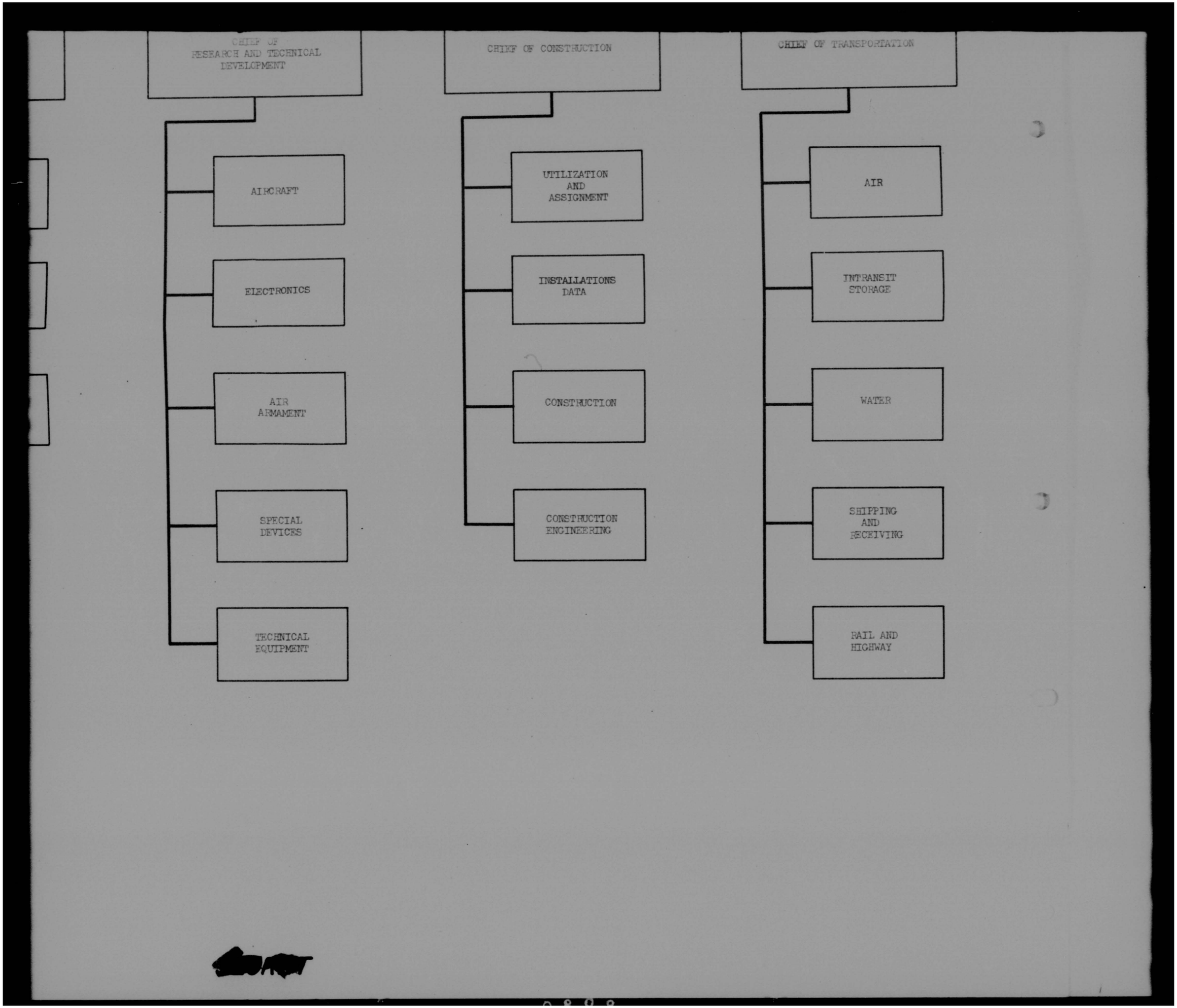

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HEADQUARTERS ARMY AIR FORCES

ROUTING SLIP

DATE 9 May '44

TO:

OFFICE OR SYMBOL	BUILDING
AFAEP	PENT
ATTENTION: Col. R. C. Moffat	ROOM 3 D 130

FOR:

	COORDINATION		INVESTIGATION		NEC. ACTION
x	INFORMATION		RECOMMENDATION		SIGNATURE
	FILE		CONFERENCE		

REMARKS:

IPWAF:

AIR ENGR.

FROM: AIR ENGINEER

NAME	OFFICE OR SYMBOL
Colonel George Mayo	AFDAE
PHONE 72907 / BUILDING PENT	ROOM 5E977

3-218, AF

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805-44 G.M.

Date Initials

AFDAE-1

8 May 1944

MEMORANDUM FOR: Chief, Control Division, Office of Asst. Chief of Air Staff, Materiel, Maintenance and Distribution.

Subject: Initial Post-War Air Force.

1. Reference is made to letter under above subject, dated 4 April 1944, signed by the Chief of the Air Staff. This letter with the inclosed study by AC/AS Plans was only furnished me for comment on 5 May. The limited time before such comment can be returned precludes any except a hasty review of the study. In the main, the study is well conceived, basically sound, and provides for all elements that such an initial study should contain.

2. The importance of one basic consideration seems, however, to have been minimized. The following thoughts dwell on the importance of this consideration, and offer a remedy. This consideration is the development and fostering of the profession of civil engineering in the Air Force. A civil engineer, in contradistinction to the mechanical engineer who is concerned with the design, construction and maintenance of planes and vehicles, is the man who plans for, designs and constructs the air bases. General Arnold in his book "Winged Warfare" recognizes the importance of the air base. After discussing the winged weapon and the winged warrior, he states that "The third major component of an air force is the air base and its constituent and essential elements." We must see to it, therefore, that as adequate provision is made for the development of civil engineers, the people who design and construct the airfields, as is made for the people who design, construct and maintain our planes and for those who operate them.

3. Up to the present time the Air Force has largely been leaning on the Corps of Engineers for its construction personnel and to some extent for its construction. Officers have been detailed to the Air Force from the Corps of Engineers. These are mostly professional civil engineers, together with a small nucleus of regular engineer officers who, in the main, are from the top flight graduates of West Point. In its plans for the future, the Air Force as an independent establishment should not neglect a single element whereby the very best civil engineers, potential or already trained, are sought, and trained. To obtain and keep the best minds, the civil engineers who are obtained must be provided with the incentive for advancement into the very highest echelons of command and staff. Otherwise, construction minded graduates of the Service Academy who are endeavoring to make up their minds whether to enter the Air, Army or Naval Academy will naturally seek that which offers the best chance for advancement to

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the higher grades. They will not merely be governed by the challenge of a difficult task to undertake. They will also want to see the reward therefor. Nor should the right for complete advancement be limited to those officers who are rated. Technical and professional brilliance should not be ignored merely because an individual lacks the ability to fly a plane. He should, however, be thoroughly indoctrinated with all the problems of the pilot and other members of the crew. The latter is axiomatic.

4. I note that the profession of civil engineering or an engineer service is recognized only in Chart 5. In this case, Buildings and Grounds which now has only to do with continental United States construction problems is subordinated to the Chief of Maintenance. No other provision for an engineer service is made in the staff of the Air Force even though 177 Aviation Engineer units of various character, involving approximately 20,000 troops, are provided for in the troop basis. The Chief of Maintenance, whose concern is with the maintenance of aircraft, equipment, and vehicles, is primarily trained as a mechanical engineer. He is fundamentally not trained in the design and construction of structures, nor is he competent to consider the problems involved in soils mechanics. The importance of air base construction activities to the Air Force justifies a position in which the advice of a civil engineer can receive more consideration. If the same line of reasoning which prompted this organization were followed in the present Army Service Forces the Chief of Engineers would be subordinated to the Chief of Ordnance.

5. A more logical location for the Engineer Service, charged with the functions of construction and utilities, would be on a line with the Surgeon, the Judge Advocate, etc., reporting directly to the Deputy for Administration and Services. The Chief of the Engineer Service provides a service which is somewhat parallel to that provided by the surgeon. He not only passes on all matters of construction pertaining to the Air Force but advises on all contributing features pertaining thereto, such as the troops, officer personnel, training standards, equipment, and developments.

6. The importance of the civil engineer and air base construction to the Air Force should be recognized in all echelons down to and including the base. In each echelon where construction or operations of utilities has an important bearing on the mission of that echelon there should be a trained civil engineer officer reporting direct to the commander or deputy.

7. I have pointed out that a sustained incentive must be provided in order to obtain and keep good civil engineers in the Air Force. These engineers trained by the Air Force in the profession of civil engineering will not be content to advance say to the level of battalion commander and then stop forever destined to serve under some rated officer. The good ones will resign or else seek transfer to another force of the Department of War, or else will diminish in efficiency. It is in the interest of the Air Force to provide continued incentive.

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8. Now as to the training. The proposal of a Service Academy with an academic course of two years followed by a two-year course at the Air Academy, where air activity is stressed, is sound. From there on, special provision for the training of civil engineers should continue. Officers who have a leaning toward the mathematical as applied to the forces of nature to construction purposes should be permitted to elect without loss to their self-respect a future in the aviation engineers. By no means should their number be restricted to those men who have been rejected because of inability to fly. A large proportion of the graduates of the Air Academy electing the profession of Aviation Engineer should be permitted to take a year or two in an accredited civilian professional college, with a view to obtaining a degree in civil engineering. This need not necessarily immediately follow graduation from the Air Academy. By the same token they should be required to attend a course, from six months to a year in length, of aviation engineering at an Air Force Engineer Center, with a view to better equipping them for command of aviation engineer troops. They should then be required to spend a tour of at least two years with aviation engineer troops. All aviation engineer officers should be required to have this four or five years of instructional type duty during the first six years following graduation from the Air Academy. From then on their training should largely be "on the job." During the first ten years of service each officer should be required to take at least two years with some other element of the Air Force than the Engineers. This would involve duty such as operational flying, duty in a technical or administrative capacity on an air base, duty with the Air Service Command or Air Training Command, or in the production facilities of the Air Force.

9. It should be noted in the above that I have emphasized over and over again the importance of developing civil engineers from the best type of officer than can be obtained. We can no longer depend on some other element of the Department of War. We must absolutely be on our own.

10. The report has left for later consideration the problem involved in the training of technical personnel. It is my considered opinion that the best results can be obtained by the establishing of an engineer center equivalent to the medical center proposed. This center would be the site of the aviation engineer school, and a specialists school for the training of enlisted specialists. In addition, it would be prepared to investigate such matters of construction development as the Air Force may be independently interested in. It should be under the Training Command but have close liaison with AAFTAC and with the Air Force Board. The garrison of such a center should normally be comprised of the schools personnel and base personnel, and one each at least of the type troops with which the aviation engineers are concerned, Including commissioned and enlisted students, the garrison would be approximately 200 officers and 2000 men. If considered desirable, it can likewise train basics for later inclusion in aviation engineers and even replacements as desired.

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RECOMMENDATIONS:
It is recommended:

a. That provision be made to develop civil engineers in the Air Force for design and construction of airfields and pertinent utilities.

b. That training of Air Force Engineers be conducted at an aviation engineer center.

c. That in future study based on the present one the Air Engineer be called into consultation.

GEORGE MAIO
Colonel, C.E.
Air Engineer

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11-10-1 CORRESPONDENCE, IPWAF
(Evolution of Plan)

11-10-1

FILE NO. 145.82116-12

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1943-1945

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TO THE AAF
OF THE AAF
HISTORICAL OFFICE

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POST WAR DIVISION

Room 3D130

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10-1

INDEX SHEET

Date 2-9 Nov 44

SYNOPSIS

From: L. S. Kuter

To: C/AS, Att'n Brig Gen F. H. Smith, Jr.

R+R subject:

Size of the Post-War Air Force establishing relationship between PWAF and PWAF-2

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Original filed under No. 12-10-1

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11-10-1 CORRESPONDENCE, IPWAF
(Evolution of Plan)

16. 25 February 1944 - Memo for Chief of the Air Staff s/H.H. Arnold and R&R to CG, AAF from AC/AS, Plans, subject: IPWAF- which transmitted IPWAF study and draft directive.

17. 1 April 1944 - R&R to Chief of the Air Staff, Comment 1, w/Ltr from C/AS to See Distribution List, subject: IPWAF dated 4 April 1944, requesting comments and/or suggestions on 14 Feb 44 Study.

18. 18 July 1944 - R&R to OC&R (AAF Board Control Office) from PWD, subject Staff Study of Initial Post-War Air Force. AAF Board Project No. (U) 3a - giving comments on Project U 3a.

19. 14 July 1944 - R&R to OC&R from PWD s/Moffat, subject: AAF Board Studies on Initial Post War Air Force re project No. (U) 3, and (U) 3a.

20. 18 December 1944 - AAF Ltr (C) 20-8 to CG AAF, All Independent AAF Commands Director Air Technical Service Command s/Giles, subj: Post-War Air Force.

21. No Date wtn 10/11/43 R&R to AC/AS, OC&R s/Kuter (wtn by PMH) subject: Permanent AAF Establishment.

22. 8 November 43 Memo for Col PM Hamilton s/Kuter, subject: Preparation for a Conference of the Whole Air Staff to Initiate the Detailed Composition of Our Post-War Air Force.

23. 27 February 1945 Memo for Colonel Moffat s/Kuter, subject, "Discussion of the Initial Post-War Air Force Plan with Mr McCloy", directing a briefing of Col Brownell on IPWAF Plan for presentation to Mr McCloy.

24. 1 March 1945 Memorandum for Record s/Moffat, subject, "Discussion of Initial Post-War Air Force Plan with Mr McCloy", pertaining to compliance with Directive, Tab 22, and stating observations of the conference with Col Brownell.

25. wtn 1/17/45 Memo for General Arnold s/Kuter, subject: Status of Plans for the Post-War Air Force.

26. 10 March 1945 Memo for Col Cork s/Ebey, subject, "Authority for a Million Man Post-War Air Force".

27. 17 January 1945 - Memo for Gen Arnold s/Kuter, subject: Status of Plans for the Post-War Air Force.

28. [illegible] War Department Basic Plan for the Post-War Military Est. Approved by Chief of Staff 13 March 1945 fwd by Lt Col Miller.

29. 13 March 1945 Copy No. 16 of War Department Basic Plan for the Post-War Military Establishment approved by Chief of Staff 13 March 1945

21 April 1945 w/Memo for Col Towman s/Ebey dated 21 April 1945, subject, Universal Military Training Principles in War Department Basic Plan.

30. 24 January 1945 Draft prepared by AFASP - Record of Development of Plans for Post-War Air Force, Provided by Special Projects Office.

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11-10-1 CORRESPONDENCE, IPWAF
(Evolution of Plan)

1. 4 September 1943 - Draft "Outline of a Postwar Permanent Military Establishment," with R&R of transmittal from SPO, dated 18 Aug 43, and suggestions on the draft outline from AC/AS, Plans to SPO in Comment No. 2.

2. 6 Oct 1943 — Informal memorandum from SPO (Lt Col Miller), subject: Permanent Military Establishment.

Cross Index Sheet re: Troop Basis for IPWAF

3. 8 November 1943 — Letter from DC/AS (Gen Craig) to General Eubank, AAF Board, subject: Plan for Postwar Army Air Force,-directing a plan or outline for the Post-War Army Air Force be prepared.

4. 11 December 43 — Letter from C/AS (Gen Giles), subject: Post-War Air Force to (See Distribution List) requesting comments and suggestions.

Cross Reference - For comments on 11 Dec letter see File 11-3-1.

5. 20 December 1943 - Memo for the Record s/Moffat, subj: Conference on Post-War Air Force - to discuss ground rules and assumptions upon which to base plans for the training establishment required in a PWAF.

6. 24 December 1943 - Memo for General Arnold s/Kuter, subj: Post-War Air Force, A Summary w/Routing Slip of approval by General Arnold.

7. 12 January 1944 - Memo for Chief, PWD from Capt JC Date, subject: Post-War Training Establishment.- re conference at Hq, Training Command, Fort Worth, Texas.

8. 20 January 1944 - Draft Letter to CG, AAF Training Command, subject: Post-War Air Force, with inclosure "Post-War Air Force--Estimated Student Body Necessary," and R&R of transmittal to AC/AS, Training, subject: Training Establishment for Initial Post-War Air Force.

9. 25 January 1944 - Letter from AC/AS, Plans (Kuter) to See Distribution List, subject: Initial Post-War Air Force, requesting that the study (11 Dec Ltr) be known as Initial Post-War Air Force.

10. 28 January 1944 - Draft Letter from Hq AAF Training Command to CG, AAF, subject: IPWAF - in response to 11 Dec ltr.

11. 2 February 1944 - R&R, Ltr, and TWX fr AC/AS, Plans to See Distribution List, subject, IPWAF - req reply to 11 Dec ltr reach this office on or before February 1944.

12. 3 February 1944 - TWX from CG, Fourth Air Force to CG, AAF, subject: IPWAF - re 11 Dec ltr.

13. 10 February 1944 - R&R Comment No. 3 from Chief, SPO to AC/AS, Plans, subject PWAF and Comment No. 4 from AC/AS, Plans, to Chief, SPO re deployment of AAF by types and groups for the interim period.

14. 17 February 1944 - R&R (Comment No. 2) from PWD to Chief SP, subj: Outline for a Permanent Army, giving comments on Incl from SP and adding Incl - Preliminary Study of the IPWAF 2/15/44.

w/ Incl to Ltr to SPD DIRECTIVE

15. 24 February 1944 - R&R from PWD to SPO , subject: Post-War Permanent Air Force fwd two inclosures -

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HEADQUARTERS AAF

ROUTING SLIP

TO ➡	OFFICE & INDIVIDUAL IN TURN	DATE FORWARDED
1.	Col. Cork	
2.		
3.		
4.		
5.		

FOR ➡ FOLLOWING ACTION(S) AS CHECKED

	COORDINATION		NOTE AND RETURN		INFORMATION
	NECESSARY ACTION		RECOMMENDATION		FILE
	SEE OR PHONE ME		APPROVAL		SIGNATURE

COMMENT

Col. Miller was mistaken when he said that this office was furnished a copy of the attached prior to our obtaining this one. Col. Miller told me to convey this to you.

10-10-1 VK-
1X-10-1 FILE
12-10-1 11-10-1
CROSS INDEX
12-10-1

FROM ➡	OFFICE & INDIVIDUAL	PHONE

3-218. AF Rev. 1 Aug 1944

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DRAFT EPG/vem/24 Jan 45 AFASP

RECORD OF DEVELOPMENT OF PLANS FOR POST-WAR AIR FORCE,
Provided by Special Projects Office.

A. According to available records the Postwar Air Force Plans have been developed as follows:

1. 105 Group Plan (IPWAF)

a. On February 26, 1943, General Handy appointed a committee (Col.. W. W. Bissell, OPD steering member) for the purpose of preparing a study of the current military program which included the problem of determining the size of the military forces required by this nation for postwar use. The report of this Committee 15 March 1943, revised 28 April 1943, recommended that the postwar army have 1,500,000, of which 1,000,000 would be Air Force and 500,000 Ground forces and that there be 8,500 tactical aircraft and 1,500 additional aircraft for training and the strategic reserve.

b. In June 1943 Special Projects requested AC/AS, Plans to furnish the deployment by number and type of AAF units between various theaters, including the strategic Reserve for the various phases after the defeat of Germany. On the 18th of June 1943, AC/AS, Plans furnished a detailed breakdown for all periods except the postwar period in which they stated only there would be in the AAF 1,000,000 men and 10,000 airplanes.

c. On 29 July 1943 General Handy proposed an outline of the Emergency Interim Forces to be employed in the occupation and garrisoning of Axis-conquered territories consisting of 105 groups, divided between the various theaters as follows; European - 30 groups, Pacific - 25 groups, Continental U.S. - 50 groups. This was submitted to AC/AS, Plans 7 August 1943 by Special Projects and on 23 August 1943, AC/AS Plans proposed 21 groups - Europe, 62 groups - Pacific, and 22

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groups in Continental U.S. for the purpose of garrisoning the world after the defeat of Japan.

d. On 28 September 1943 AC/AS, Plans emphasized that a tentative deployment in a theater did not necessarily imply physical location of the groups within those continental areas, the geographical terms applying rather to the broad area against which the indicated groups can primarily be employed. Actual location within any given area will depend on the, as yet undetermined, availability of air bases and that 105 combat groups were for "After conclusion of final peace: The Postwar Era.

e. AC/AS, Plans in October 1943 revised their Group Deployment Plan as follows: 21 groups - Europe, 58 groups - Pacific, and 26 groups U.S. This is the deployment finally used in PWAF Plan.

2. 75 Group Plan (PWAF Plan # 2)

a. On June 8, 1944, a meeting was held by Special Planning Division to adjust the postwar plans of the AGF, ASF and AAF within the ceiling of 1,500,000 regulars temporarily approved for planning purposes. At this meeting it was decided that the AAF proportion should be 645,000 plus 55,000 if AAA was assigned to the AAF and that it would be divided as follows:

200,000	tactical
200,000	training
210,000	trainees
35,000	overhead
645,000	

b. On 18 June 1944 Special Projects requested AC/AS, Plans to prepare a plan in accordance with request on 15 June of SPD based upon 700,000 including AAA of 55,000. On 21 June AC/AS, Plans submitted a plan consisting of 75 groups (3 squadrons each) (PWAF Plan # 2).

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c. On 13 July the above plan was returned to AC/AS, Plans by Special Projects to be perfected, based upon later conferences, and for Air Staff coordination.

d. On 14 July 1944 General Wilson approved the above plan and forwarded it to CPD thru this office. The major change consisted of adjustment of types of groups although the total number of 75 groups remained the same.

e. On 16 August PWAF Plan # 2 was sent back to AC/AS, Plans to be brought up to date in light of additional planning assumptions. The major changes were an arbitrary increase of 40,000 men in the training command and reductions in the reserve army from 1,200,000 to 900,000 as required by SPD. This reduction decreased the mobilizable number of groups by 30. This plan is usually referred to as PWAF Plan # 2, although the one dated 11 July is the one which has been approved by the Air Staff.

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11-10-1

CROSS REFERENCE:

SUBJECT: Copy No. 16 of War Department Basic Plan for the Post-War Military Establishment approved by Chief of Staff 13 March 1945

w/Memo for Col Towman s/Ebey dated 21 April 1945, subject Universal Military Training Principles in War Department Basic Plan

ORIGINAL FILED: 19-19-1

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MEMORANDUM FOR GENERAL ARNOLD:

Subject: Status of Plans for the Post-War Air Force.

1. There are at present two plans for the Post-War Air Force approved by this Headquarters, for purposes of further planning. Neither one has received official War Department standing, although the second was accepted in substance by the Special Planning Division and with minor modification incorporated in the since-recalled August 19th G-3 "Proposed Troop Basis for the Post-War Army".

2. The second of the two post-war Air Force plans was approved without rejection of the first, which raises a question in the Air Staff as to how each is to be used, and how should they be clearly distinguished. They are distinguished by designating the first as the plan for the Initial Post-War Air Force (IPWAF, or PWAF-1) and the second as the plan for the Air Force After Demobilization (PWAF-2). The first is now being used to determine air fields, installations and facilities to be retained for possible post-war use; the second is being used to determine requirements for permanent stations and command facilities, and for calculating requirements for industrial capacity and for the war reserve of supplies, equipment and material to be maintained in the peace period.

3. The first, or IPWAF plan, calls for a million-man, 105-group, regular peacetime Air Force backed up by another million men in an Organized Air Reserve. Such a force is large, according to former peacetime standards, and large in proportion to the conventional concepts of ground force and naval establishments, but it is what we foresee will be needed to keep us out of a new war during the initial period of peace. It pays little heed to cost considerations, on the premise that the unacceptable only alternative, eventually and surely another general war, would be in the long run far more costly by any conceivable method of calculation. This plan is the one which was submitted to you a year ago as the first "straw-man" and was widely circulated to staff agencies and domestic commands for comment. It was submitted to the War Department last February in reply to the first portion of the request from the Special Planning Division for AAF recommendation as to the size, organization, deployment

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and Troop Basis for the Post-War Air Force. A deployment study based on this plan was submitted in June. A Complete Troop Basis was never prepared because the War Department meanwhile brought out an approved outline for the permanent military establishment and requested a new recommendation based on a peacetime regular Air Force ceiling of 700,000 (including AAA) with a 900,000-man Air Reserve. In response to that request, as well as to meet the need for an alternate plan in the Headquarters for a smaller and less expensive regular Air Force to meet requirements of a different world situation in a later period of peace, a second plan was evolved in broad outline and submitted to the War Department on 15 July.

4. The second plan, or PWAF-2, is generally similar to the first but is appreciably less expensive. The objective is the same, but this plan assumes certain political measures will become effective which will appreciably ease the task of the armed forces. It assumed that an international collective security organization with provision for regulation of world armaments will some day be in full and effective operation.* When that happens, the final step in our progressive demobilization from war strength to full peacetime status can be safely taken, and the Air Force After Demobilization can then, and only then, safely replace the Initial Post-War Air Force.

*NOTE: This assumption has been included in the approved outline for the "War Department Basic Plan - Post-War Military Establishment" dated 23 October 44.

5. Both plans assume continued high standards of quality, Air Force autonomy within a single Department of National Defense, universal military training (UMT), and integration in the Air Force of the "ASWAF'S" and Anti-aircraft Artillery. PWAF-2, in its first outline (approved by the Chief of Air Staff, 14 July 44), provides for a 700,000-man, 75-group, regular Air Force backed up by a 900,000-man Air Reserve. A somewhat reduced force, with AAA figured in the Army Ground Forces, was provided in the 19 August G-3 Troop Basis which was used by the War Department Budget Office in estimating the annual cost of the peacetime Army in their "Plan 1". In that estimate, the cost of the Air Force totals approximately three billion dollars. It may be assumed, by similar reasoning, that the Initial Post-War Air Force would cost between five and seven billion a year (in dollars of present day size).

6. All plans so far have been based of necessity on existing Tables of Organization and types of equipment. It appears necessary to use these as a starting point. Various supporting studies are underway as to detail of organization, deployment, air defense requirements, strategic air route requirements, training scheme, and so on. For example, determination of

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the planning factor for spacing main and auxiliary stops on strategic air routes has not yet been settled.

7. The Chief of Staff's reaction when he first read the estimate prepared by the War Department Budget Officer for the cost of a Post-War Army of 1,700,000 men (total 4,500,000 with Reserves) appeared in the directive he issued on 13 November withdrawing the G-3 Troop Basis, initiating a re-survey of post-war strength and directing the preparation by G-3 of a new Troop Basis for the Post-War Army in which shall be reflected a more realistic appreciation of available resources, including the annual program for universal military training and great stocks of surplus war material, and taking into account the changed situation incident to the debilitation of the Axis powers. It was assumed he meant that total national resources cannot be taken as the peacetime ceiling for military planning, but rather only that portion of national peacetime appropriations which Congress and the voters can reasonably be expected to provide for the military establishment, and the maximum number of volunteers which can reasonably be counted on as available for the regular army. General Handy, in directing the Special Planning Division to monitor the "re-Survey of post-war strength", stated that universal military training will continue to be accepted as a must assumption, but all other peacetime military service will be on a purely voluntary basis. (This would change the IPWAF plan which assumes a modified form of selective service in peacetime, if necessary to keep the regular establishment filled up.) No mention was made of an International Police Force.

8. On 27 December, in a Memorandum for the Chief of Staff, subject: "Report of Progress on Re-Survey of the Troop Basis for the Post-War Army" the Acting Director, Special Planning Division, sums up the situation facing the Committee making the re-survey of post-war strength and requests further guidance. In that report is is pointed out that, under an assumed balanced peacetime budget and with one year UMT, a total Regular Army and Air Force of only 275,000 officers and men can be expected which, it is estimated, would provide an M-day task force strength of only seven Ground Force tactical divisions and sixteen Air Force tactical groups.

9. It seems appropriate at this point to consider whether under these conditions UMT as now contemplated will really accomplish its purpose as a means to attain national security over a long period. The purpose of UMT in peacetime is to provide a large reservoir of trained men to permit a rapid mobilization of the citizen-soldier complement and early reinforcement thereby of the regular establishment. Assuming a limited peacetime

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L. S. KUTER,
Major General, U.S.A.
Assistant Chief of Air Staff, Plans.

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SAVE

IN REPLY REFER TO:

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

FOR VICTORY BUY UNITED STATES WAR BONDS AND STAMPS

10 March 1945

MEMORANDUM FOR COLONEL CORK:

Subject: Authority for a Million Man Post-War Air Force

1. In accordance with your desire that the War Department source of authority for the IPWAF one million man Air Force be located, submitted herewith is available information.

2. In his 8 November 1943 Memorandum for Colonel P.M. Hamilton, General Kuter wrote: "Colonel Loutzenheiser has noted that General Marshall has indicated his approval of a peacetime air force of one million men and a peacetime army of 500,000."

3. Yesterday I conferred with General Loutzenheiser and was advised that the idea was contained in the report of a committee on which he served in 1943; he was not positive that the report had been approved by General Marshall, but stated that subsequent developments, such as the J.C.S. 570 Series and IPWAF, for which the report was used as a basis, would indicate that C/S had approved the report. He suggested that I call General Bessel, of the Joint War Planners, who could give me information which would aid in locating the document.

4. General Bessel informed me that the document was "Survey of Current Military Program," prepared by a Special Army Committee, dated 15 March 43 and revised 28 April 1943. A copy of the report was located and was found to contain the desired recommendation regarding the apportionment in the post-war period of one million men to the Air Force and 500,000 men to the Army.

5. The next step was to determine what action had been taken on the report. Numerous opinions were offered by officers who vaguely remembered the report, but a check of OPD files revealed that the report had been distributed by OPD to the G's and the major commands for comment. These comments contained suggested revisions in the report. The opinion in OPD at that time (July 1943), expressed in two memoranda, was that the report had served its usefulness in providing required information for Congressional hearings, that the revisions desired would duplicate functions being performed by War Department and Joint agencies, and that the question

Need copy of "Survey of Current Military Program" referred to in Par 4. Filed in Reference Materials drawer - P&O Branch

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ADDRESS REPLY TO: COMMANDING GENERAL, ARMY AIR FORCES, WASHINGTON 25, D. C.

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of a revision of the report be deferred until 1 October 1943. It seems apparent from the information in the OPD files that the report did not receive the formal approval of the Chief of Staff.

6. It will be recalled that Special Planning Division, WDSS, was formally established in July 1943. Lt Col Fahey, an OPD member of the Committee which prepared the report, stated that the report was used by Special Planning Division in the initial stages of the development of plans for the post-war Army.

George W. Abey

GEORGE W. ABEY
Major, Air Corps

Note attached from Col Moffat

17 May.

Major Ebey - Thanks - I used this info in the writing of C/S on Resurvey Volume I Ch. File

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Assistant Chief of Air Staff, Plans.

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1 March 1945

MEMORANDUM FOR THE RECORD:

Subject: Discussion of Initial Post-War Air Force Plan with Mr. McCloy.

1. Colonel Moffat this date briefed Colonel Brownell on the general subject of post-war Air Force plans, and on the Initial Post-War Air Force Plan in particular, and left with him copies of the following papers:

a. IPWAF Plan dated 15 Feb 44.
b. IPWAF Deployment Plan dated 14 Jun 44.
c. Memo for AC/AS-Plans dated 14 Jun 44, subject: Initial Post-War Air Force Plan (with inclosure, Comments by Gen Lindsay).
d. Post-War Air Force Plan dated 7 Jul 44.
e. AAF Letter (C) 20-8 dated 18 Dec 44, Post-War Air Force.
f. Memo for General Arnold dated 18 Jan 25 (?), subject: Status of Plans for the Post-War Air Force.
g. Chart, "Proposed Levels of Reduction of Army Air Forces", dated 16 Dec 44.
h. List of Air Bases for Post-War Air Force in the Continental United States (several papers in this group, including Memo for Col Blair w/incls, date not shown, Jan 45(?))

2. Colonel Brownell made the following observations:

a. The American people will go for a strong Air Force after this war. The "peanut-size Air Force" will be rejected, in his opinion.

b. One of the best guarantees of public support for an adequate peacetime Air Force will be found in the quarter-million temporary Air Force officers now in service after their return to civil life. It is important that these officers now in service should be informed of the reasons for needing a strong Air Force in peacetime, that they be taken into the confidence of the planners and not treated as "Christmas help" called into service for an emergency and then cast aside when that particular emergency has passed.

c. In discussing a 105-group Air Force or any other plan for an Air Force of a specific size, the necessity for that specific strength figure must be clearly established.

d. In Col Brownell's opinion, Congress and the public will provide the money if they know what it's for.

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3. It was pointed out that Universal Military Training, reorganization of national defense, and size of the post-war military establishment are three separate objectives which should be approached in consecutive order in Congress rather than attempting to sell all three simultaneously. Further, that it would be desirable to agree within the War Department on controversial issues and present a united front to Congress and the people on these matters, if possible, rather than presenting a divided front. In this connection, Col Brownell observed that the civilian side of the War Department believes in a strong post-war Air Force whether the military does or not. It was further pointed out that if the Single Department is achieved, the centralized authority would then determine the proper role of each of the components of the nation's armed forces. Col Brownell observed that as presently conceived in the War Department recommendation, the top staff is too weak and that there is possibility of Navy domination in the "unified" decision.

4. It was agreed that reorganization of national defense, and other steps toward making permanent some of the gains in the defense structure achieved during the war under the war powers of the President, could best be effected after the fall of Germany and prior to the end of the war. The Air Force case should be ready for presentation to the people at that time in the event that a split paper makes such direct appeal over the head of the War Department necessary.

R. C. MOFFAT
Colonel, GSC
Chief, Post-War Division
AC/AS, Plans

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

FEB 27 1945

MEMORANDUM FOR COLONEL MOFFAT:

Subject: Discussion of the Initial Post War Air Force Plan with Mr. McCloy.

1. Mr. Lovett or Colonel Brownell may present the IPWAF Plan in detail with Mr. McCloy.

2. Please contact Colonel Brownell and provide for him this date, if possible, the IPWAF Plan, to include reference to the deployment of that Air Force to the Post War military bases set up in the JCS 570 Series together with a convincing and detailed statement as to the national requirement for the maintenance of such an Air Force for a perhaps short, but surely indeterminate, period after the cessation of hostilities and prior to the establishment of a convincing world peace organization.

3. Please coordinate the argument portion of this material with General Lindsay.

L. S. KUTER
Major General, U.S.A.
Assistant Chief of Air Staff,
Plans

cc: General Giles
General Lindsay

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Plans

cc: General Giles
General Lindsay

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DIRECTIVE

WAR DEPARTMENT

HEADQUARTERS OF THE ARMY AIR FORCES

WASHINGTON, D. C.

8 November 1943.

MEMORANDUM FOR COLONEL P. M. HAMILTON:

Subject: Preparation for a Conference of the Whole Air Staff to Initiate the Detailed Composition of Our Post War Air Force.

1. Prepare as an outline for the conference the background based on the following assumptions:

a. That JCS paper submitted by General Marshall, referring to an Air Department within a single Department of War is approved.

b. That our air base requirements paper, together with its implied deployment and operational functions, is approved.

c. That a force of about 105 groups is established.

2. A broad outline of an entire AAF establishment should be the basis for the Air Staff conference. It should show Air members on a Supreme General Staff, an Air General Staff, and an Air Special Staff. It should show operational units overseas and domestic.

3. The training and replacement establishment should be indicated by size, composition, and location. Within this heading, I am sure General Arnold expects to find an Air Academy. In this particular connection, Colonel Loutzenheiser has noted that General Marshall has indicated his approval of a peace-time Air Force of a million men and a peace-time Army of 500,000.

4. The broad outline should include a maintenance, materiel, and distribution establishment appropriate to the forces in mind and assuming that the United States Air Forces are responsible for all phases of development, design, manufacture, procurement, storage, etc., of aircraft, and all other material peculiar to aviation.

5. The outline should exclude commercial aviation. It is under another Secretary.

6. The outline should include the Air Force's Aid Society or some other Air Force philanthropic establishment separate and distinct from Red Cross, military, naval, or other agencies.

7. In general, a broad picture should be presented in as much detail as possible, including the actual location of bases, ranges, schools, etc., in the United States, which the Air Staff can look at, tear up, and then each produce to the satisfaction of each Division concerned, the separate components of the big picture. This work

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should be undertaken as a matter of urgency in order that General Giles can confer with the Air Staff, present the picture, receive from them their solution, and that you can integrate their portions of the first solution into a whole for re-presentation to the Air Staff and the obtainance of a completed second solution by December 10, 1943.

/s/ L. S. KUTER
Brigadier General, U.S.A.
Asst. Chief of Air Staff, Plans.

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WAR DEPARTMENT

HEADQUARTERS OF THE ARMY AIR FORCES

WASHINGTON, D. C.

8 November 1943.

MEMORANDUM FOR COLONEL P. M. HAMILTON:

Subject: Preparation for a Conference of the Whole Air Staff to Initiate the Detailed Composition of Our Post War Air Force.

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HEADQUARTERS AAF

ROUTING SLIP

TO ➡	OFFICE & INDIVIDUAL IN TURN	DATE FORWARDED
1.	Col Brownell, OASW(A)	2 Mar 45
2.		
3.		
4.		
5.		

FOR ➡ FOLLOWING ACTION(S) AS CHECKED

	COORDINATION		NOTE AND RETURN	X	INFORMATION
	NECESSARY ACTION		RECOMMENDATION		FILE
	SEE OR PHONE ME		APPROVAL		SIGNATURE

COMMENT

Gen Kuter has asked me to provide you with "a convincing and detailed statement as to the national requirement for the maintenance of such an Air Force (IPWAP - 105 group) for a perhaps short, but surely indeterminate, period after the cessation of hostilities and prior to the establishment of a convincing world peace organization."

The statement is under preparation. I will keep in mind your question: Why 105 groups?

RCM

FROM ➡	OFFICE & INDIVIDUAL	PHONE
	Col R C Mofat, AFAEP-50	74024

5-218, AF Rev. 1 Aug 1944

0833

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/s/ L. S. KUTER
Brigadier General, U.S.A.
Asst. Chief of Air Staff, Plans.

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON, D. C.

WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON, D. C.

8 November 1943.

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4. The broad outline should include a maintenance, materiel, and distribution establishment appropriate to the forces in mind and assuming that the United States Air Forces are responsible for all phases of development, design, manufacture, procurement, storage, etc., of aircraft, and all other material peculiar to aviation.

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at 2:30 Mon PM
~~Dec~~ Nov 15, 1943

L. S. KUTER,
Brigadier General, U.S.A.
Assistant Chief of Air Staff, Plans.

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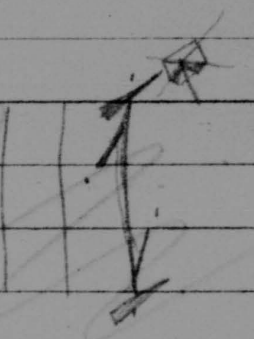
Security over Telephone!
Inter-Headquarters.
Dictograph.



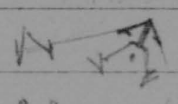
1. Security over Telephone

2. — Peacetime AAF — Gen A asked for details?

Universal Mil Service

1. Air Academy? ✓
2. Eglin - permanent? ✓
3. Which basis? ✓

AA ✓✓



AA included
Gen. Hosp.

Pete Man PIR ✓ AA ✓ ASWAAFS ✓
Gen Hospitals ✓ Air Service Command to provide all Air Services.

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10/9/43

Col Longenbeisen —

Under the circumstances as they are — with nothing yet determined along the lines you suggested to Col Miller the other afternoon — something along the line of attached draft is the only way that I can see to handle SPO's R+R.

Would greatly appreciate your comments and suggestions.

Ralph

Hamilton.

This would do for the initial shipment. Suggest you call a meeting of Col Miller and Jones to find out how many they can send over and when. Then we can [illegible]

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5th Nov 1943.

Adv

MEETING OF LIAISON OFFICERS (FROM VARIOUS AIRSTAFF OFFICES TO S.P.D)
ROOM 3E1046 - @ 1430. WED Nov. 10th

AG/AS	OFFICER	EXT'N	PRESENT	
AAP	COL. McCORMICK	6162	✓	✓
ACT	COL. W.D MERRILL	7255H	✓	✓
MMD.	LtCOL D.H SILBERBERG	2564	✓	✓
	COL — BRUGGE	4563	✓	✓
OCR	COL H.H. PARKER	5316		✓
"	MAJ CLAMMER	71315		
SPO	LtCOL W.H. MILLER & BAKER	5322		✓
SPD (WDGS)	COL HALVERSON			✓
	LtCOL MACKLIN (GEN EUBANK)	71974		
	LtCOL Rdn. MEILING (AIR SURGEON)	6487	✓	✓
	LtCOL H S TUBBS (A/A)	71405	✓	✓

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Wtn: 10/11/43

Permanent A/F Establishment.

Asst. C A S, Operations, Commitments & Requirements

Asst. C A S, Plans

PMH/lay/71189 2

1. Reference paragraph 4 of Comment No. 1, it is requested that this Office be supplied with unit requirements estimated in accordance with certain limitations already established.

2. It has been accepted by WDGS for planning purposes that the post-war Air Force will comprise 105 combat groups divided as to unit types and broadly deployed as per attached schedule, with an overall establishment of one million men.

3. Further, it is the opinion of this Office that said Air Force will be composed of Air Force Headquarters, five Air Forces and supporting service and training establishments to an overall complement of one million men. It is presently suggested that two Air Forces will be located in the Pacific-Asiatic area, one in the European-African area and two in the Continental United States, including Alaska and the Caribbean.

4. No modification of the "General White Plan" (referred to in paragraph 4 of Comment No. 1) appropriate to the special requirements of the Air Force has yet been established for planning purposes. Again, however, it is the opinion of this Office that the Air Force establishment should comprise:

a. Regular complement of 10% of total force.
b. "Flight Officer" type of service (i.e. 15 years active) in all ranks of 10%.
c. The balance (80%) of compulsory service personnel who will serve:
   (1) Air crews - 5 years active and 5 years active reserve.
   (2) All others - 3 years active and 7 years active reserve.

5. Upon determination by your Office of an estimate of the service, training, headquarters, and miscellaneous units required to balance the above Air Force, it is anticipated that AC/AS, Training and AC/AS, Personnel will be able to provide the personnel requirements necessary for calculation of the troop basis desired by the WDGS.

(sgd) L. S. KUTER,
Brigadier General, U. S. A.

2 Incls.
Incl #1 - n/c
Incl #2 - added, 105 Grp. schedule

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I

STATEMENT OF PROBLEM

To determine, for planning purposes, the outline of a Post-War Permanent Military Establishment.

II

DISCUSSION

1. Assumptions

a. The conclusion of the peace will require a Permanent Military Establishment capable of:

(1) Defending the Western Hemisphere and our possessions.

(2) Occupying strategic bases for our military defense and our economic well being in order to:

(a) Ensure access to essential raw materials.

(b) Safeguard our unhampered use of sea routes and provide for the military protection of our future global air activities.

(3) Carrying out our assignment in an International Police Force (if any)

(4) Expanding rapidly into a modern, well-trained, well-equipped force.

b. Relatively large armed forces will be maintained by the United States.

c. The War Department intends to advocate universal military training.

2. General Principles

a. Universal Military Training

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Every able-bodied American would receive military training for a period of one year as he approaches manhood.

b. Method of Training

Economy of training would be realized by the use of special training organizations (cadres) incorporating a comparatively small administrative and instructional overhead from the Regular Army, reenforced by selected citizen officers and non-commissioned officers on temporary active duty.

c. Size of Annual Training Class (Trainees)

Approximately 1,200,000 boys become 18 years of age annually. Allowing for physical and other rejections and those taken by the Navy, it is estimated that about 700,000 would compose the annual training class.

3. Organization of the Army

a. Regular Army

(1) Overseas Garrisons

These would comprise war-strength units for duty outside continental limits of the United States with such portion of an International Police Force (if any) as may be stationed abroad.

(2) Home Forces

These units would be maintained at war strength as garrison troops in the United States, and as a strategic reserve for minor expeditionary purposes or for the reenforcement of overseas garrisons in emergencies. The Home Forces would also include such portion of an Inter-

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national Police Force (if any) as may be held in reserve in the United States.

(3) Training Forces

These units would be composed of the training overhead (administrative and instructional) and trainees. Training units would be organized around cadres, personnel coming from the Regular Army reenforced by the Reserves.

The training would be progressive culminating in appropriate large scale maneuvers.

Insofar as not inconsistent with the primary mission in sub-paragraphs (1) and (2) above, and when found advantageous, units of the Home Forces and Overseas Garrisons would assist the Training Forces in the annual training of trainees.

b. Reserve Forces

This component would be organized under the Army Clause of the Constitution.

(1) Active Reserve

After each trainee has completed the initial training in the Training Forces, he would become a member of the Active Reserve for a definite period (three to five years). This period would depend upon the mobilization strength desired on M Day and thereafter. Normally no active training would be required, except for those who wish to qualify for commissioned or non-commissioned grades.

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(2) Organization of the Active Reserve

(a) Based on experience during the present war, the Active Reserve becomes a manpower pool, doing away with the territorial organization of reserve units for the following reasons:

1. Flexibility of assignment is required because individuals are needed for mobilization purposes, instead of units as such.
2. The particular type of units required will depend upon the situation at the time.
3. Experience has demonstrated that the loss of units in battle, drawn entirely from one locality, has a depressing effect on community morale.
4. The withdrawal of territorial organization intact has an injurious impact on the economic life of a community.

(b) The country would be divided into military areas, following the idea of the present system with each Reservist carried in his particular area.

(3) Inactive Reserve

After completing the prescribed period in the Active Reserve, all Reservists, except certain officers or officer candidates, would pass into the Inactive Reserve.

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4. Mobilization

Upon mobilization the existing Selective Service System would be employed to call up those reaching military age, those who for various reasons have not accomplished their military service and those in the Inactive Reserve.

The War Department, through the military areas, would mobilize the Active Reserve.

5. State Forces

Upon the formation of the Permanent Military Establishment as outlined in paragraph 3 above, the need for the National Guard, as now organized, would no longer exist. In order to provide a reserve force to back up the police power of the state, it is assumed that some, if not all, of the states, would form State Guards.

These would be organized under the Militia Clause of the Consittution and would be entirely non-federal.

Members of the Inactive Reserve would be eligible to join the State forces.

III

RECOMMENDATIONS

That the outline of a Post-War Permanent Military Establishment be approved for planning purposes.

Concurrences:

G-1 GAM
G-3 REP
G-4 RGM
OPD JEH

W. F. TOMPKINS,
Brigadier General, G. S. C.,
Director, Special Planning Division.

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ESTIMATED AAF COMBAT GROUPS REQUIRED - POSTWAR PERIOD

(Revised - 17 Sept 43)

	Very H/B	H/B	L/B	Ftr & D/B	Recon	T/C	Total
EUROPEAN-AFRICAN Areas	10	0	0	10	0	1	21
PACIFIC-ASIATIC Areas	25	1	0	25	1	6	58
CONTINENTAL U.S. ALASKA, CARIBBEAN	5	1	4	10	2	4	26
TOTAL	40	2	4	45	3	11	105

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(C)20-8

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

SECRET
By Authority of
The Commanding General
Army Air Forces
10 Dec 44 [signature]
Date Initials

AAF Ltr (C)20-8

SUBJECT: Postwar Air Force

TO: Commanding Generals
All Air Forces
All Independent Army Air Forces Commands
Director, Air Technical Service Command
(in continental United States)

18 December 1944

1. You are advised that the Initial Post - War Air Force Plan (IPWAF) which will continue to be so designated, outlines the general size, strength and composition of the Initial Postwar Air Force for the initial peace period. This study was approved for planning purposes by the Commanding General, Army Air Forces on 25 February 1944.

2. Hereafter, Postwar Air Force Plan No. 2 (PWAF-2) approved for further planning on 14 July 1944, will be known as the "Plan for the Air Force After Demobilization." This outlines the general size, strength and composition of the Air Force for the ultimate period of stabilized peace, when an international organization for the maintenance of world wide peace and security and for the regulation of armaments is in full and effective operation.

3. Until further notice the IPWAF Plan will be used for purposes of planning command facilities to be retained for postwar use. The Plan for the Air Force After Demobilization will be used as the target for demobilization planning, including computation of War Reserve, and for selection of command and industrial facilities which may be cnsidered for designation as permanent stations or as eligible for improvements of a permanent nature.

4. It must be borne in mind of course that a radical revision of the Plan for the Air Force After Demobilization may become necessary at a later date. A committee has been appointed to make a resurvey of postwar strength in connection with the preparation of a new War Department Basic Plan for the Permanent Military Establishment. The target of the committee is the preparation of a new Troop Basis for the Postwar Army.

By command of General ARNOLD:

HEADQUARTERS ARMY AIR FORCES
OFFICIAL
AIR DEPARTMENT

BARNEY M. GILES
Lieutenant General, United States Army
Deputy Commander, Army Air Forces and
Chief of Air Staff

DISTRIBUTION:
As indicated plus
copy to each Air Staff office.

C5-5070,AF

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By Authority of
The Commanding General
Army Air Forces
6/22/44 Atm.
Date Initials

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(U)3

AAF Board Studies on Initial Post War Air Force

AC/AS, Plans (Post War Plans Division)

AC/AS, OCR (AAF Board Control Office)

22 Jun 44
1
Col Macklin/brs 5443

1. References is made:

a. AAF Board report, subject, "Initial Post-War Air Force," project No. (U)3, forwarded to the Post War Plans Division by R&R dated 9 February 1944 for information and comment.

b. AAF Board report, subject, "Staff Study of Initial Post-War Air Forces", project No. (U)3a, forwarded to AC/AS, Plans, attention Col. Moffett, by R&R dated 9 May 1944, as the office of primary concern.

2. This is to confirm telephone request to Colonel Moffett on 9 June for pertinent comment or information as to the use made of these reports so that the AAF Board may be advised.

RALEIGH H. MACKLIN
Colonel, Air Corps

TO: AC/AS, CC&R

FROM: AC/AS, Plans, Post War Division

Date: 14 July 1944
Comment No. 2
JDW/lg/6527

1. With the fifteen paragraphs of conclusions, fifteen paragraphs of recommendations and fifteen paragraphs of discussion comprising this excellent study, this office is in substantial agreement. All points will be fully considered in the preparation of the next Post-War Air Force plan.

R. C. MOFFAT
Colonel, GSC
Chief, Post War Division

PWD

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SUBJECT: Staff Study of Initial Post-War Air Force. AAF Board Project No. (U) 3a

TO: AC/AS, Plans (ATTN: Col. Moffat) Date: 9 May 1944

FROM: AC/AS, Operations, Commitments & Requirements (AAF Board Control Office) Comment No. 1 Col Macklin/brs/5443

1. Attached copies of AAF Board report, subject as above, are forwarded as a matter of primary concern.

2. Please note attached R&R to Chief of Air Staff briefing subject report and submitting recommendations of OCR.

RALEIGH H. MACKLIN
Colonel, Air Corps

2 Incls
1 - Cy R&R to CAS fr OCR dtd 9 May 44 abv subj
2 - 2 cys subj rpt

DISTRIBUTION OF REPORT:

AFCAS - 1 cy
AFAFP - 2 cys (Col Moffat)
AFREQ - 2 cys
AFDMC - 1 cy
AFACT - 2 cys

(19)

TO: AC/AS, OC&R (AAF Board Control Office) Date: ~~14~~ July 1944
Attention: Col. R. H. Macklin

Comment No. 2
JDW/lg/6527

FROM: AC/AS, Plans, Post-War Division

1. This Division is in substantial agreement with the recommendations of the AAF Board as set forth in its Project (U) 3A.

2. With reference to Section III of AAF Board Project (U) 3A, the following comments are offered:

a. Ref. Par. 1. The recommendation that the Air Force Board be placed immediately under the Chief of Air Staff does not conform to the principles of organization currently favored in this headquarters, which call for a steeply pyramidal staff organization. One of the primary objectives of the three deputy set-up advocated for the Post-War Air Force is to reduce to the minimum the number of agencies reporting directly to the Chief of Air Staff. It is felt that the Board will not be hampered in fulfillment of its important functions nor its prestige impaired by placing it in a position contiguous to the Deputy

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for Operations (see Chart No. 3, inclosure A to IPWAF). However, the Board's recommendation will be circulated for Air Staff information and will be given full consideration in preparing the next revision of the PWAF plan.

b. Ref. Par. 2. The internal organization of the Air Forces Board as shown on chart, inclosure 2, and the estimate of the number of experienced officers required, it is believed, should receive Air Staff concurrence.

c. Ref. Par. 3. The recommendation that the permanent location of the Air Forces Board should be at or very close to the permanent location of the Army Air Forces Tactical Center, and that Orlando, Florida, should be the location of both the Board and the Tactical Center, is concurred in by this Division; and it has been so recommended to the new AAF Installations Utilization and Assignments Board to be processed for final decision. (See Eq OI, 20-50, 12 June 1944.)

d. Ref. Par. 4. This Division is in complete agreement with the Board.

e. Ref. Par. 5. This Division concurs, and the matter is being referred to AC/AS, Personnel, as a subject for special study.

f. Ref. Par. 6. It is noted that the strength of VHB squadrons has been increased from seven to ten airplanes. It is believed advisable to await further combat experience in the present war before definitely advocating a further increase to twelve per VHB squadron in the IPWAF.

g. Ref. Par. 7. Concur as to the need for further study, particularly in order to clarify the mission and scope of responsibility of the anti-aircraft force of the AAF in relation to that of the naval and ground forces, and a continuing study is in progress in this headquarters.

h. Ref. Par. 8. Concur in the recommendation that a special study be conducted relative to the operation of the Air Academy and its relationship to the Military and Naval academies, as well as to the combined Services Academy. It is the opinion of this Division that the Air Academy should separate its academic courses from its flying courses (if any).

i. Ref. Par. 9. Concur.

j. (1) Ref. Par. 10 a. Technical training and flying training are the functions of Training Command. Tactical training will be stressed at the Tactical Center.

(2) Ref. Par. 10 b. Comment is withheld pending present study by this Division of Air Forces Board Project (U) 7.

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(3) Ref. Par. 10 c. It is agreed that basic military education should be provided to all students prior to flying training, but it is felt that the ROTC curriculum should be required to accomplish it in the event that the student has not already had one year's compulsory military service before taking ROTC. However, a commission upon college graduation and satisfactory completion of an ROTC course is believed to be a desirable inducement to take the ROTC course.

(4) Ref. Par. 10 d. The Board's concurrence and special emphasis is noted as to the importance of this Division's recommendation that a committee be appointed to make a further study of pay, selection, promotion and retirement for both the regular and reserve components of the Air Force.

(5) Ref. Par. 10 e. The Board's disagreement is noted, and this Division concurs in the Board's comments. Post-War Air Force plan No. 2 provides a different solution to this problem. The outline for this plan will be ready this month.

k. (1) Ref. Par. 11 a. Concur.

(2) Ref. Par. 11 b. Concur in Board's opinion and recommendation.

(3) Ref. Par. 11 c. Concur.

(4) Ref. Par. 11 d. This matter is now under review.

1 Incl
w/d 1 incl--Incl 2 (2 cys subj rpt)

R. C. MOFFAT
Colonel, GSC
Chief, Post-War Plans Division

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11 Apr 1946

Item #17 has been removed this date and is in Col Moffets Office.

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2/14/44

Initial Post War Air Force

Commanding General, Army Air Forces

AC/AS, Plans

2/16/44

1
PMH/lay/74024

1. Reference your verbal directive of 8 November 1943 and further to my Memorandum of 27 December 1943 there is submitted herewith interim study on above subject.

2. There is also attached draft directive covering certain specific studies which is submitted for your signature if approved.

L. S. KUTER
Brigadier General, U.S.A.,
Asst. Chief of the Air Staff, Plans.

2 Incls.
Incl #1 - Preliminary study
I.P.W.A.F. dtd. 2/14/44
Incl #2 - Draft Directive

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R-R

Post-War Permanent Air Force.

Special Projects Office. 24 Feb 1944

AC/AS, Plans. 1

RCM/lay/74024

1. The attached memorandum, dated 11 February 1944 with four inclosures and a 5th inclosure subject: "Outline of Post-War Permanent Military Establishment", dated 28 October 1943 are forwarded to you in accordance with conversation of 23 February between Colonel Miller and Colonel Moffat.

2. The problems listed in Paragraph 6 of basic memo have been noted. A study covering the subject listed in problem "A" was forwarded to General Arnold on 16 February. It is estimated that the study requested in 6b should be completed about March 15 and the study requested in 6c about two weeks later.

R. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Division.
Office, AC/AS, Plans.

2 Incls.
Incl #1 - Memo for CG, AAF abv. subj. d/2/11/44 and Incls thereto (see)
Incl #2 - Memo for CofS, Outline of PW Permanent Mil. Estab. d/10/28/43

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WAR DEPARTMENT
OFFICE OF THE CHIEF OF STAFF
WASHINGTON

11 February 1944

MEMORANDUM FOR COMMANDING GENERAL, ARMY AIR FORCES:

Subject: Post-War Permanent Air Force.

1. The Special Planning Division, WDGS, has been charged specifically with planning to determine the organization, composition and size of the post-war military establishment.

2. Based on report by a Special Army Committee, "Survey of Current Military Program", dated 15 March 1943 and revised 28 April 1943, this Division recommended the strength of the post-war Army for planning purposes be set up as follows:

Permanent Army	1,500,000
With equipment on hand	
for an Active Reserve of	3,000,000
To furnish a Total of	4,500,000 within one year's time.

The various General Staff Divisions concurred in the above set-up.

3. For demobilization and post-war planning purposes, it is most urgent that troop deployments of post-war Ground and Air Forces be made, from which at least a preliminary troop basis can be prepared. The strength and deployment of post-war Ground and Air Forces will ultimately be determined by the military situation, (not considering limitations by Congress). However, it is believed possible to assume a hypothetical military situation for the peace period which will be sufficiently realistic and accurate to use as a basis for preparation of initial troop deployments for the post-war Army.

4. This Division is aware of the preliminary work already accomplished by the Air Forces in determining the organization, composition and size of the post-war Air Force and has been collaborating with your planning sections in this connection. The formal assignment of this problem to the Air Forces has been delayed pending approval by the Chief of Staff of the outline of

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the outline of the Post-War Permanent Army. A copy of the latest revision of this outline with concurrences and comments of CPD, G-3 and G-4 is attached hereto. It is anticipated that the outline will be forwarded to the Chief of Staff for consideration about 15 February 1944. It is believed that the assignment of this problem should be no longer delayed and that the outline can be used in its present form, subject to later approval or change by the Chief of Staff. In fact, your planning section has been using an advanced copy of the outline.

5. The following additions, tentative assumptions are furnished in order to facilitate the initiation of the studies. Your comments on them are desired, together with any changes or additions which, in your opinion, are necessary. It is contemplated that War Department approval of the assumptions will be obtained after your remarks and recommendations have been received.

a. Assumptions.

(1) That there will be a single Department of War or at least a homogeneous Air Force, (Reference J.C.S. 560 Series, dated November 1943).

(2) That the Air Force will be an "M-day" force, to be maintained at war strength and instantly available for combat missions.

(3) That the post-war permanent Air Force and Air Force active reserves must be capable of being expanded to approximately 230 tactical groups within one year's time.

(4) That air bases will be established in zones of influence as contemplated in J.C.S. 570 series.

(5) That there will be an Air Academy.

(6) That the Air Force will train its own personnel including arms and services.

(7) That the Air Force is responsible for all phases of research development, design, production, distribution, maintenance, etc. of military aircraft and other materiel peculiar to aviation.

(8) That there will exist a "Naval Air Arm" consisting of Air Force trained personnel permanently assigned to the Navy for special training and operations with ship-borne aircraft.

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(c) That there will be requirement for trained Air Force personnel similar to that for the Navy for Artillery spotting, liaison, et caters.

(10) That for purposes of this study, the Anti-aircraft Command is part of the Air Forces.

(11) That the strategic mobility of the Air Force combat units be fully evaluated in order to keep overseas deployments to a minimum.

6. Based on the above, the following problems are assigned to the Air Forces:

a. Determine organization, composition and size of the Post-War Air Force.

b. Determine deployment Army Air Forces will recommend of the Post-War Air Force.

c. Prepare troop basis based on solution of problem in 6b above.

7. It is requested that this Division be furnished the approximate date this study will be completed. The name of the officer who is actually working on the problem should be furnished this office. The Organization Branch, (Col. H. A. Halverson), Rm. 3D-000, Ext. 2500, should be contacted in case any further information is desired on the subject.

W. F. TOMPKINS,
Brigadier General, U.S.A.,
Director, Special Planning Division.

4 Incls:
#1 - Memo for C/S d/19 Jan 44 fr SPD.
#2 - Revised outline Post-War Perm. Army.
#3 - Memo for SPD fr A.C. of S., G-3, d/4 Feb 44.
#4 - Memo for C/S fr A.C. of S., OPD, d/31 Jan 44.

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WDSPD

19 January 1944

MEMORANDUM FOR THE CHIEF OF STAFF, U. S. ARMY:

Subject: Outline for a Post-War Permanent Army.

1. Attached hereto is the second re-draft of an outline for the Post-war Permanent Army. The original received concurrences of OPD, G-1, G-3 and G-4, WDGS.

2. On request from the Chief of Staff to the Assistant Chief of Staff for Operations as towhether or not he was in accord with the proposed outline, the Assistant Chief of Staff for Operations replied by attached memorandum dated 28 October 1943. The memorandum suggests certain changes and clarifications. It is believed that the attached re-draft incorporates the recommendations and suggestions of the Assistant Chief of Staff for Operations and the marginal notes on the memorandum referred to above by the Chief of Staff, except as follows:

a. Paragraph 3 of the memorandum suggests that Selective Military Training be advocated instead of Universal Military Training. Reconsideration of this suggestion is recommended for the following reasons:

(1) The Joint Chiefs of Staff have approved, (J.C.S. 431/1, dated 21 September 1943), the assumption, <u>for planning purposes</u>, that the future post-war Army rests on Universal Military Training. As the advantages of Universal Military Training have been covered in previous papers, they are not further discussed here. In this connection, a recent Gallup poll shows 63% in favor of Universal Military Training.

(2) The War Department has reported to Congress that it favors the enactment of the Wadsworth-Gurney Bill, which provides for Universal Military Training.

(3) The outline also calls for a Selective Service Act as an adjunct to the Universal Training Act. Such an act is necessary in case:

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(a) Insufficient funds are provided to call in the entire class of trainees.

(b) General mobilization becomes necessary.

(c) Lack of volunteers to man properly the Post-War Permanent Army.

b. Paragraph 6 of the memorandum raises the question of combining the Home Forces and the Training Forces. It is believed that these forces should be kept separate. To combine the Home Force with a static Training Force would lower tactical efficiency of tactical units and tend to immobilize such units. This is particularly true of air components. The Home Forces will accomplish some training by absorbing fairly large numbers of trainees who have completed basic training and who are not selected for specialized training, and also when combined with the Training Forces, to give training in large units, as contemplated in paragraph 2a (2) of outline. The Home Forces would be kept to a minimum, as they can be very speedily reinforced from the Reserves.

c. Paragraah 11 of the memorandum suggests that the outline treat the Ground and Air Forces separately. The outline is intended to serve only as a framework for the development of the Post-War Army. The diverse problems of Air, Ground and Service Forces are understood, and the outline is flexibly written to permit the separate treatment and detailed development of special problems which will be assigned to the force or office having primary interest. For these reasons, it is believed that the present outline is satisfactory for planning purposes.

In this connection, the Air Forces will complete, in a few days, the first draft of a proposed Post-War Air Force. This Division has been collaborating with the Air Planners on this draft.

3. Particular attention is invited to the National Guard paragraph, number 5 under II, Discussion, which has been changed to leave the subject of the part the National Guard will have in the Post-War Army open to further discussion and study.

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4. It is recommended that the revised outline be approved for planning purposes.

Concurrences:

A. C. of S., OPD ( )
A. C. of S., G-1 ( )
A. C. of S., G-3 ( )
A. C. of S., G-4 ( )

W. F. TOMPKINS,
Brigadier General, G. S. C.,
Director, Special Planning Division.

4 Incls:
#1 - Re-draft Outline
Perm. Post-War Army.
#2 - Memor for C/S fr Dir.,
SPD, d/14 Oct 43.
#3 - Old draft Outline of
Perm. Post-War Army.
#4 - Memo for C/S fr A.C. of S.,
OPD, d/28/Oct/43, w/notes.

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I

STATEMENT OF PROBLEM

To determine, for planning purposes, the outline of a Post-War Permanent Army.

II

DISCUSSION

1. Assumptions:

a. The conclusion of the peace will require a Permanent Army capable of:

(1) Defending the Western Hemisphere and our possessions.

(2) Occupying strategic bases for our military defense and our economic well-being in order to:

(a) Ensure access to essential raw materials.

(b) Safeguard our unhampered use of sea routes and provide for the military protection of our future global air activities.

(3) Supporting such International obligations as the United States may assume in furtherance of a peaceful world order.

(4) Expanding rapidly into a modern, well-trained, well-equipped force.

b. In order to accomplish the mission outlined in paragraph 1.a. above, larger armed forces than maintained in the past will be required.

c. In order to ensure rapid expansion, the War Department

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advocates universal military training.

2. General Principles:

a. Universal Military Training. Every American, except those who are so mentally and physically disqualified as to obviously eliminate them, would receive military training for a period of at least one year as he approaches manhood.

b. Size of Annual Training Class (Trainees). Approximately 1,200,000 boys become 18 years of age annually. Allowing for physical and other rejections and those taken by the Navy, it is estimated that about 700,000 would compose the annual training class for the Army.

c. Authority and Means. It should be accepted as a principle that Congress will provide the necessary legislation, facilities and means to support this proposed organization of the Army, in order to implement the National Policy.

d. Colleges and Instruction Facilities. Necessary military colleges and instruction facilities would be established and maintained.

e. Training.

(1) All trainees would receive basic training.

(2) Length of training periods after basic training will vary according to specialty involved.

(3) Training will be progressive, culminating in large scale maneuvers.

(4) In addition to basic and specialized training, Officers will be given instruction and training in forces and services other than their own. This is with a view

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to broadening their outlook and increasing their efficiency when members of a Composite Task Force.

f. Procurement of Military Personnel.

(1) Enlisted men would be procured by:

(a) Operation of a Universal Training Act.

(b) A Selective Service Act.

(c) Voluntary enlistment.

(2) The procurement of Officers will be covered in a later study. They will all, however, receive basic training.

g. Training programs will differ for Air, Ground and Service Forces.

3. Organization of the Army:

a. Regular Army. The Regular Army will consist of Air, Ground and Service Forces. Predominance of troops in the permanent Army should be Air Force combat and service troops. The Regular Army will be further broken down as follows:

(1) Overseas Garrisons: These would comprise units for duty outside the Continental limits of the United States. They would always be maintained at an effective strength and as near war strength as practicable. These forces would contain a large percentage of permanent Regular Army Troops. Provision would be made for inclusion of Reserves on extended active duty as needed.

(2) Home Forces: These units would be maintained as

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garrison troops in the United States, and as a strategic reserve for minor expeditionary purposes or for the reinforcement of overseas garrisons in emergencies. They should always be maintained at an effective strength and as near to war strength as practicable. They should be trained in large units. The Home Forces will also have a fairly high percentage of Reserves on active duty. The Home Forces would be employed with the Training Forces to provide training in large units.

(3) Training Forces: Each unit in Training Forces would comprise an overhead, (administrative, supply and instructional), and the trainees. This overhead would be composed of a limited number of Officers and Enlisted Men of the permanent Regular Army, reinforced by Reserve Officers and Officer Candidates on temporary active duty. In order to avoid a great increase in the number of Regular Army Officers on the permanent list and a consequent great increase in the cost of the peace establishment, the maximum practicable number of officers in the training overhead would be carefully selected Reserve Company Officers on temporary active duty. Besides satisfying the demands for rigid economy which will be imperative after the war, this will also be a means of giving the greatest possible number of

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Reserve Officers thorough practical indoctrination in the training of citizen soldiers and in the maintenance of proper standards of Army discipline and administration. Any scheme for universal military training which presupposes a greatly enlarged number of permanent list Regular Army Officers after the war will almost certainly be impracticable to maintain.

(4) Reserve Forces: In order to assure the prompt reinforcement of the Regular Army in the execution of the missions indicated in 11 1.a., this component should be organized under the Army Clause of the Constitution. The country would be divided into Reserve areas, to be known as Military Districts, with each Reservist carried in the area which includes his home or his place of employment. Detailed studies under way in the Office of Reserve and ROTC Affairs indicate that this can be made the basis of an effectiveorganization which will be popular with Reserve Officers and sustain their continued interest. (See Tab A attached.)

(a) Active Officers' Reserve. Complete records would be kept of all active Reserve Officers. They will normally be assigned to training organizations within their reserve areas. Provision should be made for short periods of active duty with pay.

(b) Inactive Officers' Reserve. Complete records

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would be kept of all officers in the Inactive Reserve until they reach an age to be determined by future study. These officers would be available in an emergency requiring a partial or general mobilization. Overage officers and those who have demonstrated that they are otherwise unqualified would be separated from the Reserve.

(c) Active Enlisted Reserve. After each trainee has completed the initial training, he would become a member of the Active Reserve for a definite period, (three to five years). This period would depend upon the mobilization strength desired on "M" Day and thereafter. Normally no extensive active training would be required, except for those who wish to qualify for commissioned or non-commissioned grades and for specialists' ratings. Enlisted men of the Active Enlisted Reserve who are Officer Candidates and whose normal Active Reserve period has expired would be held in the Active Reserve until commissioned, or their cases are otherwise disposed of. Complete records of all Enlisted Men in the Active Reserve would be kept to show their whereabouts, experience and specialties.

(d) Inactive Enlisted Reserve. After completing the prescribed period in the Enlisted Active Reserve,

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all Enlisted Reservists, except Officer Candidates, would pass into the Inactive Enlisted Reserve.

4. Mobilization: If larger forces are required, those who, for various reasons, have not had their military training and those in the Inactive Reserve would be called to service under a Selective Service Act similar to that now in force.

The War Department, through the reserve areas, would mobilize the Active Reserve.

5. National Guard: In modern war, there will be a highly important field for nationwide State forces organized for defense in depth against airborne invasion and other threats to internal security. Present laws lead to the conclusion that the National Guard units and individuals will return to their respective States and organizations when no longer required in the present war or after termination thereof. The place the National Guard will have in the Post-War Army is under continuing discussion and study. Arrangements have been made for an exchange of views with the National Guard Bureau on this subject.

III

RECOMMENDATIONS

That the outline of a Post-War Army be approved for planning purposes.

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I. RESERVE FORCES:

A. Active Reserve. In the plan of organization prepared in the War Plans Division of the General Staff immediately after the last war, it was proposed that the United States should be divided into Army Corps and Divisional Districts or areas, based upon the distribution of population and that every able-bodied young man after not to exceed eleven months of compulsory training, should be assigned for four years to a local unit of this territorial Reserve Army. It was proposed that these territorial Reserve organizations should be mobilized for a brief period of field training each year. This general organizational conception became the basis of the National Defense Act of 1920; but as Congress did not accept the provisions for universal military training, the territorial units authorized by that act could not be maintained at effective war strength in peacetime as was contemplated in the General Staffplan.

If Congress had adopted the original plan in full, this territorial Reserve Army, maintained at full strength through universal military training, would have been an effective organization to meet what appeared to be the world situation in 1920 and for several years thereafter. It would have assured an effective defense against invasion by sea in the early stages of a great war and after sufficient further training, its divisions would have been prepared for full military duty in any foreign theater of war. However, such an organization will not meet the military requirements of the United States after the present war. In these days of the airplane, a territorial Army, designed primarily for defense against invasion by sea, will not suffice. In the future, America must be prepared, in cooperation with other peace-loving nations, to crush the very beginnings of lawless aggression in any part of the

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world. This will mean armed forces formed not for defense, but for prompt attack. We should therefore organize our trained Reservists so as to form such expeditionary or task forces, great or small, as any one of a great variety of possible situations may require. As we cannot determine in advance what the dimensions or characteristics of these expeditionary forces may be, our peacetime Reserve organization will require the greatest possible flexibility. In these circumstances, to tie up our trained Reservists in a rigid territorial Army organization which probably never will be mobilized as such, would hamper rather than further the prompt organization and dispatch of such forces as any particular situation may require.

In these circumstances, it would seem to be better to form a system of Reserve districts or areas, each comprising one or more Congressional districts. With a simple administrative overhead, the Reservists residing in any one of these Reserve areas, whether pertaining to the sea, ground, or air forces, could be enrolled, and equitable arrangements could be made to draw from each such area its proportionate quota of Reservists, officers and men, in any expeditionary or task force that might be required. As all Army Reservists would have had at least one year's progressive training culminating in large-scale maneuvers before entering the Active Reserve, it would not be necessary to incur the expense of further peacetime training for any of them, except those who wish to qualify for promotion. A system of training camps or schools to keep officers abreast of progress in their several arms and to prepare those who seek it for further promotion could easily be grafted upon the proposed area organization.

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A mobilization of all or any necessary part of the Active Reserve, if based upon the system of Reserve districts or areas outlined above, would fully utilize the experience and installations which have been developed at great cost and with a high degree of efficiency in the formation and training of the present war Army. The adoption of a territorial system such as that proposed by the General Staff in 1920 would probably require the establishment of new installations for training and storage in many parts of the country and would certainly sacrifice many of the fruits of dearly bought experience in the actual formation of the greatest citizen Army that the world has ever seen.

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WAR DEPARTMENT GENERAL STAFF
ORGANIZATION & TRAINING DIVISION, G-3
DISPOSITION FORM

SUBJECT: 320.2 (10 Jan 44) Date 7 February 1944

SUBJECT: Outline for a Post-War Permanent Army.

TO: Special Planning Division.

1. Reference is made to:

a. Your memorandum for the Chief of Staff, U. S. Army, dated 10 January 1944, subject as above.

b. Memorandum for the Chief of Staff, U. S. Army, dated 22 January 1944, same subject, from the Assistant Chief of Staff, Operations Division.

2. This Division concurs in the plan presented by Special Planning Division under date of 10 January 1944, with the following notes:

a. Throughout our history we have had a material debt of gratitude to those militia men who have constituted our National Guard. They have served their country as best they could under the situations set up for them and always at a sacrifice of their personal interests. They have provided our real first line of land defense. While our National Guard individuals and units have always proven more efficient than we had reason to expect from the supplies and facilities provided to them, the National Guard has been too weak to be a dependable first line of defense. Our plans for the future should not contemplate more for the National Guard than the state forces composed of personnel from the inactive reserve.

b. It is important that the Regular Forces be maintained at adequate strength and that they shall not be charged with the training functions of the proposed training force. The training force handling the lesser annual intake of inductees can never be a mobile, well-trained field force prepared for immediate action during emergencies.

/s/ Ray E. Porter
RAY E. PORTER
Major General,
Assistant Chief of Staff, G-3.

Inclosures:
OTD memo to G/S, 31 Jan 44
SPD memo to G/S, 10 Jan 44,
w/inels.

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WAR DEPARTMENT
WAR DEPARTMENT GENERAL STAFF
OPERATIONS DIVISION
WASHINGTON

OPD 370.9 Sec (19 Jun 44) 31 January 1944

MEMORANDUM FOR THE CHIEF OF STAFF:

Subject: Outline for a post-war permanent army.

The attached paper giving an outline for a post-war permanent army, prepared by the Special Planning Division, is concurred in except as follows:

a. Purely from the viewpoint of military efficiency, selective military training is better than universal military training. Nevertheless, I concur in universal training. This concurrence is based on statements of both General Marshall and General Palmer that universal training is essential to insure acceptance of the plan by Congress and the public. Also I can see the many difficulties which would arise when some young men were selected for training and others were exempted.

b. The paper does not combine the Home Forces and Training Forces as originally proposed by us and which the Chief of Staff's notes state "seems best". This country will not support an Army larger than that which the public considers essential. We will not obtain the ideal organization and we should plan accordingly. The retention in the United States of regular Army troops (Home Forces) will only be supported, in my opinion, if one or both of two conditions exist. There must be (1) a real threat or there must be (2) a real need for the personnel to train the manpower of the nation. Our past experience indicates that we have never been able to equal - and certainly not to exceed - an Army large enough to meet these requirements. It appears, therefore, that the Home Forces and Training Forces should be combined with the same missions as set forth in the paper for both of them. Such an organization would permit more flexibility than the proposal to organize them separately. Furthermore, I believe that in a long period of peace the efficiency of the so-called Home Forces would be improved by having a definite mission of training the manpower of the nation.

/s/ Thos. T. Handy
/t/ THOS. T. HANDY,
Major General,
Assistant Chief of Staff.

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WAR DEPARTMENT
WAR DEPARTMENT GENERAL STAFF
OPERATIONS DIVISION
WASHINGTON

25 October 1943

OPD 370.9 Sec (16 Oct 1943)

MEMORANDUM FOR THE CHIEF OF STAFF:

Subject: Outline of Post-War Permanent Military Establishment.

1. Discussion.

a. The organization and size of the Post-War Permanent Military Establishment will be influenced by several factors, including the following:

(1) The National Policy.

(2) The international authority established and maintained to prevent aggression and to preserve the peace of the world, or the lack of such authority.

(3) The necessity for drastic economy.

b. The primary function of the armed forces is, when called upon to do so, to support and, within the sphere of military effort, to enforce the national policy of the nation. There must be a complete correlation of national policy with military policy; of the political ends to be sought with the military means to achieve them. Such correlation must be flexible; adaptable to changing conditions and changing needs. Our Post-War National Policy is now beginning to take form and its development will be continuous, not only through the remainder of the war, but also during the early post-war period. Plans for the Post-War Military Policy and the permanent military establishment should be sufficiently flexible at this time, therefore, to support the National Policy as it is formulated.

c. The organization and size of the armed forces of the U.S. after the war will be influenced by the international authority established and maintained to prevent aggression and to preserve the peace of the world, or by the lack of such an authority. Whether or not an effective international authority will be established and maintained in the post-war period, and, if so, the form it will take, is unpredictable. The trend of thought of our political leaders on this subject is indicated by the resolutions of Congress and the speeches of Mr. Welles and Mr. Willkie. The attitude of the other United Nations is unknown at this time, although it is possible that indications may be forthcoming from the present conference of foreign ministers at Moscow. The outline approved at this time for the Post-War Military Establishment must not only fit a situation in which the international authority is absent or is only partially effective, but it must

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also fit one in which an international authority is completely effective.

d. The necessity for drastic economy during the post-war period is self-evident. The most economical establishment that will accomplish its mission must be contemplated.

2. The title of the paper is the Post-war Permanent Military Establishment. The entire paper, except for the first two paragraphs, deals with the Army. Either the title should be changed to the Post-War Permanent Army of the United States or the paper should include consideration of the Navy, with its problems of organization, reserves and training.

I agree GCM

3. It is believed that selective military training should be advocated instead of universal military training. This would permit the This seems good sug-nation to organize an armed force of the strength desired, up to the gestion limit of the manpower available, but would not provide for a larger armed GCM force than the political situation dictated.

4. The paper includes Overseas Garrisons, Home Forces, Training Forces and Reserves under the heading of the Regular Army. The composition of the Training Forces as to Regular army and reserve personnel is covered but that of the Overseas Garrisons and Home Forces is not. This requires clarification.

5. If Home Forces are to be maintained as garrison troops in the United States, it is essential that they be assembled in large units for training purposes. This will require abandonment of many small posts. This point is considered important enough to be included in any outline for the Post-War Army.

6. The relationship between the Home Forces and the Training Forces in the training scheme is not clear. Will the Training Forces train the selectees for the whole year, or will they give the trainees basic training and then transfer them to the Home Forces? It does not appear that the Training Forces, with an overhead of administrative and Seems best instructional personnel only, are organized to give the trainees complete GCM training, culminating in large scale maneuvers. If the trainees are transferred to the Home Forces for large unit training and large scale maneuvers, would it not be better to combine the Home Forces and Training Forces? The training scheme requires clarification.

7. I do not believe that this plan will provide expeditionary or task forces, great or small, for prompt attack in any part of the world in order to crush the very beginnings of lawless aggression, in coopera-tion with other peace-loving nations, as is indicated on page 4. Reserves, even though they have received military training, cannot be taken from shops, offices and farms and be assembled into an efficient military unit without additional training. To crush the very beginnings of lawless aggression requires a force in being, not a potential one.

I think maintenance of sizeable ground expeditionary force probably impracticable except on basis of allotment of fillers after 6 months having air power will be the quickest remedy. GCM

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8. The set-up proposed for handling the Active Reserve requires further amplification. The paper speaks of Reserve Areas comprising one or more Congressional Districts, or from 200 to 300 such districts. How would they be organized and administered? Would both the War Department and Navy Department jointly administer them or would it be done by the War Department? Some echelon between the War and Navy Departments of the War Department appears necessary.

9. I agree that the National Guard, as a component of the Army of the United States, should be abolished. The strength of the State Forces should be limited, however, to that necessary to accomplish the proposed mission.

10. The paper covers the Army as now organized. Would it fit a Department of National Defense with a U.S. General Staff and three components, land, sea and air?

11. The paper appears to be written from the point of view of ground forces. Although it may be considered that the outline covers Air Forces as well as Ground Forces, I believe the Army should be divided into these two categories and covered separately, since their problems particularly as to reserves, training and equipment, are not identical.

Seems wise. CCM

12. What about equipment? Will it be stored for use in an emergency? If so, provision must be made for its replacement or it will soon become obsolete except for training purposes.

13. Much of the paper deals with a discussion of the proposed organization of the Active Reserve. The paper would be considerably shortened and simplified if the outline were confined to the principles on which the proposed establishment is based, and discussion put in supporting papers. The outline should be so prepared that it would constitute a basic directive.

14. In conclusion, I believe that the outline should be:

a. Sufficiently flexible to fit the political situation as it is formulated, and the organization of the armed forces as it develops.

b. Clarified as indicated above.

c. Simplified to contain principles, without discussion, on which the proposed organization is based.

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II. Action recommended.

That the paper be returned to the Special Planning Division for reconsideration in the light of the above discussion.

OK
CCS

/s/ Thos. T. Handy

/s/ THOS. T. HANDY,
Major General,
Assistant Chief of Staff.

2 incls.
#1 - Memo for C/S fr Brig. Gen. [illegible] F. Tompkins, G.S.C.
#2 - Outline of Post-War Permanent Military Establishment.

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Outline for a Postwar Permanent Army

To: AC/AS, Plans - Attention: Colonel Moffat. 4 Feb 1944

From: Chief, Special Projects 1
WHM/em/5322

1. Attached for your information is copy of proposed memorandum for the Chief of Staff, U. S. Army, dated 19 January 1944, subject: "Outline for a Post-War Permanent Army", prepared by Special Planning Division, WDGS.

2. Desire your comments on the proposals and your advice as to whether the Initial Postwar Air Force now under study will fall within the policies outlined here.

1 Incl:
Memo, 19 Jan 44

F. TRUBEE DAVISON
Colonel, Air Corps.

To: ~~AC/AS, Operations, Commitments and Requirements~~ Chief Special Projects DATE 17 Feb 1944

From: AC/AS, Plans. COMMENT NO. 2
RCM/lay/74024

1. It is believed that the plan for the Initial Post War Air Force as at present contemplated will fall entirely within the policies outlined in the proposed memorandum dated 19 January 1944, subject: "Outline for a post-war Permanent Army", prepared by Special Planning Division, WDGS.

2. Inclosed is an information copy No. 4 of "study" -- "Preliminary Study of the Initial Post War Air Force" dated 15 February 1944 -- which was sumbitted by the Assistant Chief of Air Staff, Plans, to General Arnold on 16 February.

R. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Plans Div.
Office, AC/AS, Plans.

2 Incls.
Incl 1 - n/c
Added
Incl 2 - Preliminary Study of
the I.P.W.A.F. d/2/15/44

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11-10-1 #4
POST WAR FILE

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WDSPD

19 January 1944

MEMORANDUM FOR THE CHIEF OF STAFF, U. S. ARMY:

Subject: Outline for a Post-War Permanent Army.

1. Attached hereto is the second re-draft of an outline for the Post-war Permanent Army. The original received concurrences of OPD, G-1, G-3 and G-4, WDGS.

2. On request from the Chief of Staff to the Assistant Chief of Staff for Operations as towhether or not he was in accord with the proposed outline, the Assistant Chief of Staff for Operations replied by attached memorandum dated 28 October 1943. The memorandum suggests certain changes and clarifications. It is believed that the attached re-draft incorporates the recommendations and suggestions of the Assistant Chief of Staff for Operations and the marginal notes on the memorandum referred to above by the Chief of Staff, except as follows:

a. Paragraph 3 of the memorandum suggests that Selective Military Training be advocated instead of Universal Military Training. Reconsideration of this suggestion is recommended for the following reasons:

(1) The Joint Chiefs of Staff have approved, (J.C.S. 431/1, dated 21 September 1943), the assumption, for planning purposes, that the future post-war Army rests on Universal Military Training. As the advantages of Universal Military Training have been covered in previous papers, they are not further discussed here. In this connection, a recent Gallup poll shows 63% in favor of Universal Military Training.

(2) The War Department has reported to Congress that it favors the enactment of the Wadsworth-Gurney Bill, which provides for Universal Military Training.

(3) The outline also calls for a Selective Service Act as an adjunct to the Universal Training Act. Such an act is necessary in case:

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(a) Insufficient funds are provided to call in the entire class of trainees.

(b) General mobilization becomes necessary.

(c) Lack of volunteers to man properly the Post-War Permanent Army.

b. Paragraph 6 of the memorandum raises the question of combining the Home Forces and the Training Forces. It is believed that these forces should be kept separate. To combine the Home Force with a static Training Force would lower tactical efficiency of tactical units and tend to immobilize such units. This is particularly true of air components. The Home Forces will accomplish some training by absorbing fairly large numbers of trainees who have completed basic training and who are not selected for specialized training, and also when combined with the Training Forces, to give training in large units, as contemplated in paragraph 2a (2) of outline. The Home Forces would be kept to a minimum, as they can be very speedily reinforced from the Reserves.

c. Paragraah 11 of the memorandum suggests that the outline treat the Ground and Air Forces separately. The outline is intended to serve only as a framework for the development of the Post-War Army. The diverse problems of Air, Ground and Service Forces are understood, and the outline is flexibly written to permit the separate treatment and detailed development of special problems which will be assigned to the force or office having primary interest. For these reasons, it is believed that the present outline is satisfactory for planning purposes.

In this connection, the Air Forces will complete, in a few days, the first draft of a proposed Post-War Air Force. This Division has been collaborating with the Air Planners on this draft.

3. Particular attention is invited to the National Guard paragraph, number 5 under II, Discussion, which has been changed to leave the subject of the part the National Guard will have in the Post-War Army open to further discussion and study.

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4. It is recommended that the revised outline be approved for planning purposes.

Concurrences:

A. C. of S., OPD ( )
A. C. of S., G-1 ( )
A. C. of S., G-3 ( )
A. C. of S., G-4 ( )

W. F. TOMPKINS,
Brigadier General, G. S. C.,
Director, Special Planning Division.

4 Incls:
#1 - Re-draft Outline
Perm. Post-War Army.
#2 - Memor for C/S fr Dir.,
SPD, d/14 Oct 43.
#3 - Old draft Outline of
Perm. Post-War Army.
#4 - Memo for C/S fr A.C. of S.,
OPD, d/28/Oct/43, w/notes.

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I

STATEMENT OF PROBLEM

To determine, for planning purposes, the outline of a Post-War Permanent Army.

II

DISCUSSION

1. Assumptions:

a. The conclusion of the peace will require a Permanent Army capable of:

(1) Defending the Western Hemisphere and our possessions.

(2) Occupying strategic bases for our military defense and our economic well-being in order to:

(a) Ensure access to essential raw materials.

(b) Safeguard our unhampered use of sea routes and provide for the military protection of our future global air activities.

(3) Supporting such International obligations as the United States may assume in furtherance of a peaceful world order.

(4) Expanding rapidly into a modern, well-trained, well-equipped force.

b. In order to accomplish the mission outlined in paragraph 1.a. above, larger armed forces than maintained in the past will be required.

c. In order to ensure rapid expansion, the War Department

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advocates universal military training.

2. General Principles:

a. Universal Military Training. Every American, except those who are so mentally and physically disqualified as to obviously eliminate them, would receive military training for a period of at least one year as he approaches manhood.

b. Size of Annual Training Class (Trainees). Approximately 1,200,000 boys become 18 years of age annually. Allowing for physical and other rejections and those taken by the Navy, it is estimated that about 700,000 would compose the annual training class for the Army.

c. Authority and Means. It should be accepted as a principle that Congress will provide the necessary legislation, facilities and means to support this proposed organization of the Army, in order to implement the National Policy.

d. Colleges and Instruction Facilities. Necessary military colleges and instruction facilities would be established and maintained.

e. Training.

(1) All trainees would receive basic training.

(2) Length of training periods after basic training will vary according to specialty involved.

(3) Training will be progressive, culminating in large scale maneuvers.

(4) In addition to basic and specialized training, Officers will be given instruction and training in forces and services other than their own. This is with a view

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to broadening their outlook and increasing their efficiency when members of a Composite Task Force.

f. Procurement of Military Personnel.

(1) Enlisted men would be procured by:

(a) Operation of a Universal Training Act.

(b) A Selective Service Act.

(c) Voluntary enlistment.

(2) The procurement of Officers will be covered in a later study. They will all, however, receive basic training.

g. Training programs will differ for Air, Ground and Service Forces.

3. Organization of the Army:

a. Regular Army. The Regular Army will consist of Air, Ground and Service Forces. Predominance of troops in the permanent Army should be Air Force combat and service troops. The Regular Army will be further broken down as follows:

(1) Overseas Garrisons: These would comprise units for duty outside the Continental Limits of the United States. They would always be maintained at an effective strength and as near war strength as practicable. These forces would contain a large percentage of permanent Regular Army Troops. Provision would be made for inclusion of Reserves on extended active duty as needed.

(2) Home Forces: These units would be maintained as

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garrison troops in the United States, and as a strategic reserve for minor expeditionary purposes or for the reinforcement of overseas garrisons in emergencies. They should always be maintained at an effective strength and as near to war strength as practicable. They should be trained in large units. The Home Forces will also have a fairly high percentage of Reserves on active duty. The Home Forces would be employed with the Training Forces to provide training in large units.

(3) Training Forces: Each unit in Training Forces would comprise an overhead, (administrative, supply and instructional), and the trainees. This overhead would be composed of a limited number of Officers and Enlisted Men of the permanent Regular Army, reinforced by Reserve Officers and Officer Candidates on temporary active duty. In order to avoid a great increase in the number of Regular Army Officers on the permanent list and a consequent great increase in the cost of the peace establishment, the maximum practicable number of officers in the training overhead would be carefully selected Reserve Company Officers on temporary active duty. Besides satisfying the demands for rigid economy which will be imperative after the war, this will also be a means of giving the greatest possible numbe-

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Reserve Officers thorough practical indoctrination in the training of citizen soldiers and in the maintenance of proper standards of Army discipline and administration. Any scheme for universal military training which presupposes a greatly enlarged number of permanent list Regular Army Officers after the war will almost certainly be impracticable to maintain.

(4) Reserve Forces: In order to assure the prompt reinforcement of the Regular Army in the execution of the missions indicated in ll l.a., this component should be organized under the Army Clause of the Constitution. The country would be divided into Reserve areas, to be known as Military Districts, with each Reservist carried in the area which includes his home or his place of employment. Detailed studies under way in the Office of Reserve and ROTC Affairs indicate that this can be made the basis of an effectiveorganization which will be popular with Reserve Officers and sustain their continued interest. (See Tab A attached.)

(a) Active Officers' Reserve. Complete records would be kept of all active Reserve Officers. They will normally be assigned to training organizations within their reserve areas. Provision should be made for short periods of active duty with pay.

(b) Inactive Officers' Reserve. Complete records

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would be kept of all officers in the Inactive Reserve until they reach an age to be determined by future study. These officers would be available in an emergency requiring a partial or general mobilization. Overage officers and those who have demonstrated that they are otherwise unqualified would be separated from the Reserve.

(c) Active Enlisted Reserve. After each trainee has completed the initial training, he would become a member of the Active Reserve for a definite period, (three to five years). This period would depend upon the mobilization strength desired on "M" Day and thereafter. Normally no extensive active training would be required, except for those who wish to qualify for commissioned or non-commissioned grades and for specialists' ratings. Enlisted men of the Active Enlisted Reserve who are Officer Candidates and whose normal Active Reserve period has expired would be held in the Active Reserve until commissioned, or their cases are otherwise disposed of. Complete records of all Enlisted Men in the Active Reserve would be kept to show their whereabouts, experience and specialties.

(d) Inactive Enlisted Reserve. After completing the prescribed period in the Enlisted Active Reserve,

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all Enlisted Reservists, except Officer Candidates, would pass into the Inactive Enlisted Reserve.

4. Mobilization: If larger forces are required, those who, for various reasons, have not had their military training and those in the Inactive Reserve would be called to service under a Selective Service Act similar to that now in force.

The War Department, through the reserve areas, would mobilize the Active Reserve.

5. National Guard: In modern war, there will be a highly important field for nationwide State forces organized for defense in depth against airborne invasion and other threats to internal security. Present laws lead to the conclusion that the National Guard units and individuals will return to their respective States and organizations when no longer required in the present war or after termination thereof. The place the National Guard will have in the Post-War Army is under continuing discussion and study. Arrangements have been made for an exchange of views with the National Guard Bureau on this subject.

III

RECOMMENDATIONS

That the outline of a Post-War Army be approved for planning purposes.

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I. RESERVE FORCES:

A. Active Reserve. In the plan of organization prepared in the War Plans Division of the General Staff immediately after the last war, it was proposed that the United States should be divided into Army Corps and Divisional Districts or areas, based upon the distribution of population and that every able-bodied young man after not to exceed eleven months of compulsory training, should be assigned for four years to a local unit of this territorial Reserve Army. It was proposed that these territorial Reserve organizations should be mobilized for a brief period of field training each year. This general organizational conception became the basis of the National Defense Act of 1920; but as Congress did not accept the provisions for universal military training, the territorial units authorized by that act could not be maintained at effective war strength in peacetime as was contemplated in the General Staffplan.

If Congress had adopted the original plan in full, this territorial Reserve Army, maintained at full strength through universal military training, would have been an effective organization to meet what appeared to be the world situation in 1920 and for several years thereafter. It would have assured an effective defense against invasion by sea in the early stages of a great war and after sufficient further training, its divisions would have been prepared for full military duty in any foreign theater of war. However, such an organization will not meet the military requirements of the United States after the present war. In these days of the airplane, a territorial Army, designed primarily for defense against invasion by sea, will not suffice. In the future, America must be prepared, in cooperation with other peace-loving nations, to crush the very beginnings of lawless aggression in any part of the

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world. This will mean armed forces formed not for defense, but for prompt attack. We should therefore organize our trained Reservists so as to form such expeditionary or task forces, great or small, as any one of a great variety of possible situations may require. As we cannot determine in advance what the dimensions or characteristics of these expeditionary forces may be, our peacetime Reserve organization will require the greatest possible flexibility. In these circumstances, to tie up our trained Reservists in a rigid territorial Army organization which probably never will be mobilized as such, would hamper rather than further the prompt organization and dispatch of such forces as any particular situation may require.

In these circumstances, it would seem to be better to form a system of Reserve districts or areas, each comprising one or more Congressional districts. With a simple administrative overhead, the Reservists residing in any one of these Reserve areas, whether pertaining to the sea, ground, or air forces, could be enrolled, and equitable arrangements could be made to draw from each such area its proportionate quota of Reservists, officers and men, in any expeditionary or task force that might be required. As all Army Reservists would have had at least one year's progressive training culminating in large-scale maneuvers before entering the Active Reserve, it would not be necessary to incur the expense of further peacetime training for any of them, except those who wish to qualify for promotion. A system of training camps or schools to keep officers abreast of progress in their several arms and to prepare those who seek it for further promotion could easily be grafted upon the proposed area organization.

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A mobilization of all or any necessary part of the Active Reserve, if based upon the system of Reserve districts or areas outlined above, would fully utilize the experience and installations which have been developed at great cost and with a high degree of efficiency in the formation and training of the present war Army. The adoption of a territorial system such as that proposed by the General Staff in 1920 would probably require the establishment of new installations for training and storage in many parts of the country and would certainly sacrifice many of the fruits of dearly bought experience in the actual formation of the greatest citizen Army that the world has ever seen.

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(13)

Postwar Air Force

4 Feb 44

AC/AS, Plans

3

Chief, Special Projects

WHM/em/5322

Request advice as to the deployment of AAF by types and groups for the interim period--from defeat of Japan through establishment of peace. Since this may well be the period of greatest demobilization, desire that particular emphasis be given to this planning and reply made as soon as possible.

F. TRUBEE DAVISON
Colonel, Air Corps

TO: Chief, Special Projects

10 Feb 44
4

FROM: AC/AS, Plans

GDM/mla/6722

1. For the interim period from the defeat of Japan to the establishment of peace, the following deployment of the AAF by groups is furnished for planning purposes (separate squadrons omitted):

	VHB	HB	M&LB	Ftr.	Rec	T/C	VLR T/C	Total
*European African Area	0	5	3	9	0	2½	0	17½
**Pacific-Asiatic Area	40	14	7	29	4	15½	5	114½
USA incl. Alaska & Carrib.	0	1	4	10	2	4	0	21
Tot. Combat Gps	40	20	14	48	6	20	5	153
RTU	1	8	2	10	1	2	0	24

*Occupation force after capitulation of Germany (as shown in chart "AAF Redeployment of Combat Units, showing month of shipment after capitulation of Germany," issued 24 Jan 44).

**Includes: (1) Postwar Air Force after defeat of Japan (as shown in lower half of chart "Tentative Deployment of the AAF by Types and Groups, AFTER DEFEAT OF JAPAN," dated October 1943); (2) Proposed Interim Air Force composed of the following units:

	HB	M&LB	Ftr	Rec	T/C	VLR T/C	Total
Combat Groups	13	7	3	3	9	5	40
RTU	7	1	5	0	0	0	13

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Postwar Air Force

Chief, Special Projects

AC/AS, Plans

10 Feb 44
Comment No. 4 con't
GDM/mla/6722

2. The units which can be demobilized immediately upon the defeat of Japan are arrived at by adding the proposed Postwar Air Force and the proposed Interim Air Force, and subtracting such total from the existing 234 groups in the AAF program (separate squadrons omitted). Thus the units which can be demobilized on the defeat of Japan are:

	VHB	HB	I&LB	Ftr	Rec	T/C	VLR T/C	Total
Combat groups	0	35	14	19	9	4	0	81
RTU	5	11	4	10	1	1	0	32

Coordinated:

Post War Division

JOE L. LOUTZENHEISER
Colonel, G. S. C.
Chief, Operational Plans Divisi

Interim Force

1 W + 1 Z

16 Hawaii
6 South Pacific (Marshalls, Samoa, Fiji)
18 Caribbean, Panama, Greenland
8 Alaska

48

21 ETO
45 West Pacific, Assam, spring Wing
42 in Cont. US

156 Total

Revised estimate
11 Sept 44

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WAR DEPARTMENT
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INCOMING MESSAGE

17

ACTION COPY

From: CG AF San Francisco, Calif
To: CGAAF

No: C-175 3 February 1944

Study of letter subject PostWar Air Force not completed as this HQ did not interpret same as requiring reply at this date reference your message 438 (4 AFAC). Will forward reply on or before 6th Feb 1944 via airmail.

Lynd

ACTION COPY

ACTION: CG AAF

CM-IN-2512 (4 Feb 44) 0931Z cng

3

SECRET COPY No.

THE MAKING OF AN EXACT COPY OF THIS MESSAGE IS FORBIDDEN

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Initial Post War Air Force.

AC/AS, Personnel.

AC/AS, Plans.

2 Feb 1944

1

RCM/lay/74024

1. Reference is made to Secret letter, subject: "Post War Air Force", this office, dated 13 December 1943.

2. Request reply reach this office on or before 6 February 1944.

L. S. KUTER,
Brigadier General, U. S. A.,
Asst. Chief of Air Staff, Plans.

N. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Plans Div.

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2 February 1944

MEMORANDUM FOR COMMANDING GENERAL, AIR TRANSPORT COMMAND:

SUBJECT: Initial Post War Air Force.

1. Reference is made to Secret letter, subject: "Post War Air Force", this office, dated 13 December 1943.

2. Request reply thereto reach this office on or before 6 February 1944.

L. S. KUTER,
Brigadier General, U. S. A.,
Asst. Chief of the Air Staff, Plans.

R. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Plans Div.

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(10)

HEADQUARTERS
AIR FORCES TRAINING COMMAND

ROUGH DRAFT

28 Jan 44

SUBJECT: Initial Post War Air Force.

TO: Commanding General, Army Air Forces, Washington 25, D.C.
Attn: Asst. Chief Air Staff, Training.

1. This training plan is submitted as directed in secret letter your headquarters, AFACT-1A, 22 December 1943, subject "Post War Air Force", and as amended by secret letter your headquarters 22 January 1944, same subject.

2. The ground rules used in the preparation of this plan either as given by your headquarters or revised or assumed by this headquarters are as follows:

a. The Post War Air Force will be activated at complete strength six months after the cessation of hostilities in such a manner that the training program will start to function immediately and the production of the training program will replace personnel lost to the Air Forces at the anticipated stabilized turnover rate.

b. A peacetime universal service law will be passed requiring all physically qualified males to serve a minimum of one year in enlisted status or 3 years as an officer in one of the military forces.

c. Inductees under the universal service law will be given foreign service only upon volunteering to serve for 2 years instead of one.

d. Qualified personnel will be permitted to enlist before called for induction under the universal service law but the initial enlistment will be for one year for domestic service and 2 years for foreign service. All inductees and first term enlistees will be in the active enlisted reserve which will comprise 50 percent of the enlisted strength ofthe Air Forces. The active enlisted reserve will be comprised of 40 percent serving one year and 60 percent serving 2 years.

e. The enlisted strength of the regular Army will be made up of personnel volunteering for 3 year enlistment after satisfactory completion of a term of service. All warrant officers will be procured from regular Army enlisted personnel having completed one or more 3 year enlistments.

f. The officer strength will be composed of 50 percent regular Army and 50 percent reserve serving for 3 years.

g. The distribution of officer grades, the minimum time required in each grade and the maximum years of service allowed before promotion to each grade or forced separation from the active service will be

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Cross-indexed to 14-50-1

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such as to insure the selection and early promotion of the most competent officers and prevent stagnation.

h. The universal service law will provide deferment to students of accredited colleges who have volunteered for duty with the military forces after completion of college and the accompanying ROTC courses. This duty would involve one year in enlisted status or 3 years as an officer.

i. Officer personnel will be procured and trained from an Air Academy producing regular Army personnel and from accredited ROTC colleges, aviation cadet and officer candidate schools producing reserve officers.

j. Flight officers may be substituted for rated second lieutenants.

k. Only rated personnel will be eligible for Command of Air Force Stations and tactical units. A survey of the chart showing the Military Occupational Specialties prepared by your headquarters indicates that a ratio of rated to non-rated personnel of approximately 1 to 1, exclusive of the Anti Aircraft Command, is desirable instead of 1 to 2 as indicated in the chart. This training plan is therefore based upon 50 percent of the replacements being trained as rated officers exclusive of those trained for the Anti Aircraft Command.

l. The study of the chart showing Military Occupational Specialties also indicates that approximately 20 percent of the officer personnel should receive technical specialty training.

m. The training plan is based upon furnishing replacements for the following Air Force:

	Off. & Flight Off.		W/O	EM	
	Regular	Reserve	Regular	Regular	Reserve
Tactical Air Forces	31,500	31,500	1,900	220,000	230,000
Anti Aircraft Command	5,000	5,000	300	65,000	65,000
Air Transport Command	1,500	1,500	100	10,000	10,000
Training Command	9,000	9,000	500	70,000	70,000
	47,000	47,000	2,800	375,000	375,000

It is assumed that 25 percent of regular Army enlisted men will reenlist upon expiration of their tour of duty, that 40 percent of active enlisted reserve will be on duty for one year and 60 percent of the active

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enlisted reserve on duty for 2 years.

n. All enlisted men accepted for their first term of service will be given basic training for 75 days. Only regular Army enlisted men will be given technical training.

o. The training for the Navy and Army will be considered as an overload on the training for the Air Forces equal to 20 percent of the training of all rated personnel and 20 percent of the enlisted personnel being trained in technical subjects relating directly to the maintenance and operation of aircraft.

p. The Air Forces will be required to accomplish all training of its own personnel.

q. A program for the continued training of regular Army officers will be prepared providing for a Squadron Officers School, Tactical Officers School and an Advanced Officers School preparatory to a Combined Services War College which it is anticipated will be operated under the direct supervision of the War Department.

r. All personnel honorably discharged from the active service will be placed in an inactive reserve and required to maintain their proficiency for a period of ( ) years. A program will be prepared for the continued training of this personnel on inactive reserve status.

s. Central Instructors Schools should be maintained by the Training Command to insure uniform instruction and develop methods of teaching in the various types of training specialties. These schools may be separate institutions or operate in conjunction with schools teaching allied subjects.

t. The location of stations tentatively selected to accomplish the complete program of the Training Command will be determined by the following:

(1) A relatively compact training establishment is considered desirable.
(2) If possible stations should be selected outside the Eastern and Western Defense Zones.
(3) Permanent stations or stations with facilities requiring the smallest amount of upkeep should be given first consideration.
(4) Training establishments should be of a size to operate at maximum efficiency.

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u. Negro training will be required and facilities will be provided for basic training and technical training and one flight school.

v. All stations will be designed for a student population to operate at a maximum efficiency, but a 10 percent overload can be added if necessary for the training of foreign nationals.

w. Facilities will be provided for the training of Womens Air Corps personnel.

3. The personnel required for the proper operation of the proposed Training Command stations and the accomplishment of the training does not agree with the number as given by your headquarters and as noted in paragraph 2m above. The estimated number of personnel required with the estimated number in training at one time is as follows:

	Officers & F/O		W/O	E/M	
	Regular	Reserve	Regular	Regular	Reserve
Training Command					
Number in Basic Training					
Number in Ground Training					
Number in Rated Training					

The training requirements have not been revised due to the difference in the amount of Training Command personnel from the originally assumed figures inasmuch as it is the understanding of this Headquarters that all of the strengths given are tenative and that changes may be made in the strengths of other commands or the Air Forces which would compensate for the difference in Training Command personnel.

1 copy of the draft was hand carried from Tenn. by Col.
8 mimeo copies made in this office 2/2/44.
SPO has a copy of this one
1 copy sent to AAF Liaison
AC/AS - Personnel
Air Surgeon
1 " to File
1 " to Work Folder
4 spare copies.

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S E C R E T

JAN 25 1944

SUBJECT: Initial Post-War Air Force.

TO: See Distribution List.

1. Reference secret letter 13 December 1943, Subject: "Post-War Air Force.".

2. It is desired that the subject of the current study be known hereafter as "Initial Post-War Air Force".

By command of General ARNOLD:

E. S. ADLER,
Brigadier General, U.S.A.,
Asst. Chief of Air Staff, Plans.

DISTRIBUTION:
AC/AS, Personnel
AC/AS, Intelligence
AC/AS, Material, Maintenance and Distribution
AC/AS, Operations, Commitments and Requirements
AC/AS, Plans
CG, AAF Training Command, Fort Worth, Texas
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CG, Air Service Command, Patterson Field, Ohio
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CG, Army Air Forces Board
The Air Inspector
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HEADQ[illegible]RTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SECRET

SUBJECT: Training Establishment for Initial Post-war Air Force

TO: AC/AS, Plans.

DATE 24 Jan 1944

FROM: AC/AS, Training.

COMMENT NO. 2.
TJD:jdg 71844

Letter substantially as indicated in the proposed draft was forwarded to the Training Command, 22 January 1944. This letter was given to Brigadier General McNaughton personnally.

ROBERT W. HARPER
Brigadier General, U.S. Army
Assistant Chief of Air Staff,
Training

Incl
n/c

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Training Establishment for Initial Post-war Air Force

AC/AS, Plans. 24 Jan 1944

AC/AS, Training. 2.

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ROBERT W. HARPER
Brigadier General, U.S. Army
Assistant Chief of Air Staff,
Training

Incl
n/c

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

SECRET
FILE
BY AUTHORITY OF THE CHIEF OF THE ARMY AIR FORCES
DATE INITIALS

SUBJECT: Training Establishment for Initial Post-war Air Force.

TO: AC/AS, Training (ATT: Col. DuBose)

DATE 20 Jan 1944

FROM: AC/AS, Plans

COMMENT NO. 1
JCT/scf/3979

1. Reference is made to secret letter from AC/AS, Training to Commanding General, Training Command, subject "Post War Air Force" dated 22 December 1943. Since the date of this directive, further study of the problem appears to indicate the advisability of an even more detailed statement clarifying the ground rules set forth therein.

2. It is recommended that the letter referred to be amended, generally as indicated in the enclosed draft.

L. S. KUTER,
Brigadier General, U. S. A.,
Assistant Chief of Air Staff, Plans

2 Incls.
1. Draft of ltr to CG, AAFTC
2. Estimated Student Body Necessary for Post War Air Force

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DRAFT

Subject: Post-war Air Force.

To: Commanding General, Army Air Forces Training Command, Fort Worth, Texas.

1. Secret letter of this Headquarters, subject as above, dated 22 December 1943, is amended by substituting the following for corresponding paragraphs or sub-paragraphs in the original:.

2. a. Peace time establishment will be composed of the following categories of active duty personnel in approximately the numbers indicated :

(1) Officers - 94,000

50% - Regular Army - Upon completion of 17 years service all will undergo a screening test and approximately half will be retired, the remainder serving until they have reached the age for statutory retirement.

50% - Reserves serving for three years. Upon completion of three years active duty some will be offered regular commissions to fill vacancies in the permanent establishment.

(2) Warrant Officers.

100% - Regular Army. To be procured by promotion of enlisted personnel having completed one or more 3 year enlistments.

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(3) Enlisted Men - 750,000 (Exclusive of appretinces - - inductees or enlistees undergoing initial training prior to being assigned to a permanent organization.)

50% Regular Army. Volunteers enlisting for 3 years who have completed at least one enlistment.

30% - Inductees serving for 2 years and enlistees serving initial enlistment. These men will serve in units based outside the continental limits of the U. S. Inasmuch as under present assumptions more than half of the enlisted personnel who have completed initial training will be stationed overseas, this is mandatory. Considering the time required for training (prior to assignment) and for transportation to and from foreign bases, a shorter period of duty would not be practical.

20% - Inductees serving for 1 year and enlistees serving initial enlistment. These men will not be sent outside the continuental U. S.

(4) Apprentices - Number required annually to maintain the enlisted strength of the establishment outlined above to be determined by you. Do not include Cadets or others who are training to become officers.

100% - Inductees or enlistees without previous service. The latter will enlist for 3 years and replace losses in the regular Army due to normal attrition. Inductees will serve for 1 or 2 years, to be determined upon ultimate assignment, and will, upon completion of their training, replace other inductees who have served their tour of active duty.

(5) Students - Number required annually to maintain the officer strength of the establishment outlined above to be determined by you.

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DRAFT

100% - Officer Candidates, - - Aviation Cadets, Air Academy Cadets, and others pursuing a course of training for commissions in the Air Foces.

NOTE: The 94,000 officers and 750,000 enlisted men comprise the entire Air Force - except for officer candidates and apprentices and includes personnel for the Tactical Forces and necessary supporting establishment, Anti-Aircraft, Air Transport Command, and Training Command.

2. Enclosed herewith is a preliminary study by AC/AS, Post War Plans Division, on the estimated student body necessary to maintain an Air Force of 105 groups. This study is the basis for the amendments outlined above.

3. This directive and enclosure are designed to assist you in making your approach to the problem. The enclosure is obviously only a rough survey. If it seems advisable after further study to do so, you will, of course, adjust (up or down) the size of the student body or the internal establishment in the U. S.

1 Incl.

Post-war Air Force- Estimated
Student Body Necessary

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

20 Jan 44

PRELIMINARY STUDY

POST-WAR AIR FORCE - ESTIMATED STUDENT BODY NECESSARY

Statement Of The Problem

1. To determine the student body necessary to maintain an Air Force of 105 Groups.

Assumptions

2. The following have been assumed for the purposes of the present study:

   a. An autonomous Air Force is already established with a total strength of 94,000 officers, 2,800 warrant officers, and 750,000 enlisted men (exclusive of officer candidates or apprentices undergoing training), allocated as follows:

	Officers	W. O.	Enlisted Men	
Tatical (plus supporting establishment)	63,000	1900	460,000	524,900
Anti-Aircraft Command	10,000	300	130,000	140,300
Air Transport Command	3,000	100	20,000	23,100
Training Command	18,000	500	140,000	158,500
Total	94,000	2800	750,000	846,800

   b. The geographic disposition of Tactical Forces will be as shown in study by AC/AS, OC&R, Troop Basis Division, dated 13 December 1943. (Approximate distribution of enlisted men as shown therein: 63% overseas, 27% continental U. S.)

   c. The remainder of the Air Force will be distributed as follows (those serving overseas will be allocated to theatres in the same ratio as tactical troops overseas.)

	U. S.	Overseas
Anti-Aircraft Command	30%	70%
Air Transport Command	40%	60%
Training Command	100%	-0-

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d. An apprentice is an inductee, or an enlistee undergoing initial training prior to being assigned to a permanent organization. The average period of time required to train an apprentice will be 6 months. (No Apprentices are included in figures shown in b. and c. above.)

e. Approximately 60% of all apprentices will, upon completion of their training, be assigned to overseas garrisons. These will serve a total of 2 years including time spent in training.

f. Approximately 40% of all apprentices will, upon completion of their training, be assigned to duty within the continental limits of the U. S. These will serve a total of 1 year including time spent in training.

g. A professional soldier is an enlisted man who has completed one or more (3 year enlistments). The average length of service of professional soldiers will be 12 years. All enlisted men above the grade of corporal will be professional soldiers.

h. The number and percentage of men in each of the seven enlisted grades will be as shown in "TableI", AC/AS, Plans, Post War Plans Division, dated January 15, 1944 (for the Air Forces - exclusive of officer candidates and apprentices - this table shows approximately 44% in the grade of sgt. and up and 65% in grades lower).

i. An officer candidate is any person pursuing a course of training for a commission in the Air Force. (No officer candidates are included in b. and c. above.) The average period of time required to train an officer candidate will be 18 months.

j. Of the 94,000 officers referred to above, 50% will be regular Army. Upon completion of 17 years service all will under-go a screening test and half will be retired. The remaining half will continue in service until they reach the age of statutory retirement.

k. of the 94,000 officers referred to above 50% will be reserves serving for 3 years. Upon completion of 3 years of service, some will be offered commissions in the regular Army to fill vacancies in the permanent establishment.

Discussion

3. Based on the foregoing assumptions the estimated student body necessary to support the active Air Force establishment is computed as follows:

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a. Officers

		Annual Replacement
3 year duty - 47,000	divided by 3 equals	15,700
17 year duty - 23,500	" " 17 "	1,400
34 year duty - 23,500	" " 34 "	700
Total 94,00		17,800

Average annual replacement approximately 18,000.
Average number of officer candidate student body 30,000 (1½ x 18m000).

b. Enlisted Men

		Annual Replacement
12 year duty - 375,000	divided by 12 equals	31,250
2 year duty - 225,000	" " 2 "	112,500
1 year duty - 150,000	" " 1 "	150,000
Total 750,000		293,750

Average annual replacement approximately 300,000.
Average number of apprentice student body 150,000 (½ x 300,000).

NOTE: 1,200,000 males reach the age of 18 each year. A portion of these will be unfit for any military service and a number will be conscripted for the Army and Navy. Still others will become officer candidates in one of the various services. Despite these facts, it is possible that under a program of universal service the Air Force may be required to train more than the 300,000, which it is estimated will be required to meet its own needs. It seems unlikely, however, that more than an additional 100,000 would be wished on us. If this were so, the average number of apprentice student body would be 200,00 (½ x 400,000).

4. Total strength of the post-war Air Force is estimated to be approximately 1,027,000 allocated in the following manner:

Officers	94,000
Warrant Officers	2,800
Enlisted Men	750,000
Sub-Total	846,800
Officer Candidates	30,000
Apprentices	150,000
Sub-Total	180,000
Grand Total	1,026,800

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AFACT-1A
22 December 1943

SUBJECT: Post War Air Force

TO : Commanding General, Army Air Forces Training Command, Fort Worth, Texas.

1. Attached hereto is a secret letter, subject as above, dated 11 December 1943 and inclosures thereto. In addition is a chart showing the Military Occupational Specialties for the peace time period. Paragraph five of the above letter requires this office to prepare a post war training plan to meet the Air Force requirements outlined in the inclosures referred to above.

2. It is desired that you prepare a training plan for submission to this Headquarters to meet the requirements referred to above, incorporating the following ground rules:

a. Peace time establishment will be composed of the following categories of personnel:

Officers	Enlisted Men
50% Regular Army 50% Reserve, serving for three years	Approximately 50% inductees, serving for one year Approximately 50% volunteers from inductees, serving for three year periods

Promotion of Regular Army Officers to be insured by a selection system to provide an even, continuous promotion flow.

b. A continuous, even flow of personnel, both officers and enlisted men, in and out of the active establishment, which will provide continuous training and progressive selection for all categories of personnel.

c. Under such rules as you deem necessary all personnel referred to in 2 a above leaving the active service under honorable conditions will be furloughed to the Inactive Reserve. A training system for the Inactive Reserve will provide periodic continuation

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of training for the first five years for personnel furloughed to the Inactive Reserve. After five years service all personnel in the Inactive Reserve will be placed on a secondary list for call to active duty in the event of a national emergency for such expansion of the Air Forces as may be required.

d. A system of training for regular officers which will have for its objective goal the production of Air Force Commanders, Air Force Staff Members, and Staff Members for the composite Department of War.

e. Such charts as may be necessary will be incorporated in the above plan, showing personnel requirements, flows, establishments by number and locations as you consider will most efficiently meet the requirements of the Air Forces mission.

3. For planning purposes it will be assumed that the Post War Air Force will be activated at complete strength from present Army Air Force members six months after the cessation of hostilities. You will insure that paragraphs 2 a and 2 b above will be met by retirement, selection up and/or out, and any other means of separation from the Service as you believe desirable. In other words, six months after the cessation of hostilities only replacements for the Post War Air Force at an even, continuous rate will be required.

4. It is desired that the above plan be submitted to this Headquarters for approval prior to 1 February 1944.

By command of General ARNOLD:

ROBERT W. HARPER
Brigadier General, U.S. Army
Assistant Chief of Air Staff,
Training

Incl:
Ltr /s/ Giles, Subj
as above 12-11-43

Note. Concurred in after checking with Col du Bose re exact interpretation of 5a & 5b circulars (1 & 3 yrs) in E.M. - (par 2a)

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

12 January 1944

MEMORANDUM FOR CHIEF, POST WAR PLANS DIVISION:

SUBJECT: Post War Training Establishment.

1. In accordance with your instructions, this Officer proceeded to Headquarters, Training Command, Fort Worth, Texas, arriving 8 January.

2. A committee under the chairmanship of Brigadier General W. W. Welch, Deputy Chief of the General Staff of the Training Command, has been assigned the task of estimating the requirements of the Post War Training Establishment. However, this Committee is immediately engaged in working on Plan "X", the immediate reduction of the training establishment, and the dead line for this study is January 20. It was suggested by Major Lewis Lee, the recorder of the Committee, that the undersigned could do little there at this time and that it would be better if he returned about the 21st of the month.

3. Reference is made to Secret letter of December 22, subject: "Post War Air Force", paragraph a. - "Promotion of Regular Army Officers to be insured by a selection system to provide an even, continuous promotion flow."; and paragraph b. "A continuous, even flow of personnel, both officers and enlisted men, in and out of the active establishment, which will provide continuous training and progressive selection for all categories of personnel.". The Training Command has construed these remarks to be a part of the directive to them. Accordingly, the Committee will attempt to establish the grades, length of service in grade, promotion policy and retirement system. This officer carefully refrained from criticizing this viewpoint, but it does seem to me that this is more properly a function of the Plans Division than the Training Command.

4. In addition to the basic ground rules contained in letter previously referred to, the Committee has made the following assumptions:

a. Rated personnel to be trained for the Army, Navy

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and Transport Command will be approximately 50% of the total to be trained for the Air Forces. I do not agree with this inasumuch as such personnel in wartime establishment does not constitute any where near 50% of the Air Force.

b. Enlisted specialists to be trained - 20% of the Air Force. This seems to be a more reasonable figure.

c. The post war draft will provide exemptions to finish college, and regardless of any ROTC training, each selectee will be required to do one year of active duty as an enlisted man or three years of active duty as an officer.

d. Of the number of officers trained each year approximately one-fourth will be offered regular Air Force commissions: Of those receiving regular Army commissions each year, approximately 30% will be graduates of the Air Academy.

5. Preliminary estimates on the size of the Post War Training Establishment are 18,000 officers and 140,000 enlisted men. These figures are, of course, subject to change at any time and are based on the following ratios:

Basic training - 1 to 2½
Technical Training - 1 to 2
Flying training - 1 to 8.

6. It is recommended that an officer from this Headquarters sit with the Training Command Committee from January 21 until such time as their work is complete.

J. C. Tate

J. C. TATE,
Captain, Air Corps.

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d. Of the number of officers trained each year approximately one-fourth will be offered regular Air Force commissions: Of those receiving regular Army commissions each year, approximately 30% will be graduates of the Air Academy.

5. Preliminary estimates on the size of the Post War Training Establishment are 16,000 officers and 140,000 enlisted men. These figures are, of course, subject to change at any time and are based on the following ratios:

Basic training - 1 to 25
Technical Training - 1 to 2
Flying training - 1 to 8.

6. It is recommended that an officer from this Headquarters sit with the Training Command Committee from January 21 until such time as their work is complete.

J. C. TATE,
Captain, Air Corps.

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HEADQUARTERS ARMY AIR F

ROUTING SL,

TO:

DATE 27 Dec 43

OFFICE OR SYMBOL	BUILDING
ATTENTION:	ROOM

FOR:

	COORDINATION		INVESTIGATION		NEC. ACTION
	INFORMATION		RECOMMENDATION		SIGNATURE
	FILE		CONFERENCE		

REMARKS:

FROM:

NAME		OFFICE OR SYMBOL
PHONE	BUILDING	ROOM

Dict 15 58 hrs 27-12-43

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HEADQUARTERS ARMY AIR

ROUTING SL.

TO: Col O'Donnell DATE

OFFICE OR SYMBOL	BUILDING
ATTENTION:	ROOM

FOR:

	COORDINATION		INVESTIGATION		NEC. ACTION
	INFORMATION		RECOMMENDATION		SIGNATURE
	FILE		CONFERENCE		

REMARKS:

Into copies have gone throughout the staff.

FROM:

NAME		OFFICE OR SYMBOL
PHONE	BUILDING	ROOM

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24 December 1943

MEMORANDUM FOR GENERAL ARNOLD

SUBJECT: Post-War Air Force, A Summary

1. The study undertaken in compliance with verbal directive of 6 November is progressing. A preliminary study has been submitted to the Chief of Air Staff. Since then, some half dozen staff conferences have been held and informal contact has been maintained with the War Department. A digest has been sent, dated 13 December, to the various Air Staff sections, the four continental Air Forces and the separate Commands requesting opinions, suggestions and, in respect to their own establishments, details of further organizational breakdowns. Replies to this request are expected in January.

2. Below is summarized an estimate of troop requirements for an M-day force of 105 combat groups deployed in three general areas and disposed in six Air Forces. It includes ASWAF and overhead units for the entire post-war Air Force exclusive of Training Command, Air Transport Command and antiaircraft artillery units. Totals are based on present T/O's.

	Atlantic-European	Pacific-Asiatic	US-Alaska-Caribbean	Total
		COMBAT TROOPS		
Bomb V/H	10	25	5	40
Bomb H	0	1	1	2
Bomb L	0	0	4	4
Fighter	10	25	10	45
Reconnaissance	0	1	2	3
Troop Carrier	1	6	4	11
	21	58	26	105
		TOTAL PERSONNEL		
Officers	9,868	25,376	31,009	66,253
Warrant Officers	372	1,236	1,259	2,867
Enlisted Men	80,602	208,800	172,335	461,737

3. While only a guess at this stage, the training and transport requirements will probably total another 500,000 and the antiaircraft establishment will be about 140,000 making the total strength of a

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self-contained, complete U.S. Post War Air Force of 1,200,000 men. Half of the force will serve one to three years and then be active reserve for only three more years. One quarter will be regular and one quarter will be about 17 year career men.

4. Our first "straw man," in sufficient detail for your consideration, will be ready by February 15, 1944.

L. S. KUTER
Brigadier General, U.S.A.
AC/AS, Plans

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CALL MEMO

FOR Col W

DATE 29 Jan

TIME 1.

FROM

PHONE

EXTENSION

	CALLED YOU		VISITED YOU
	PLEASE CALL		RETURNED CALL
	WISHES APPOINTMENT		WILL CALL BACK
	NO MESSAGE		

MESSAGE

3:55 P

Plans Col Jenner.

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4-1277, AF
Rev. 8-15-42

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON, D. C.

(5)

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WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON, D. C.

20 December 1943

MEMORANDUM FOR THE RECORD:

SUBJECT: Conference on Post War Air Force.

1. A conference was held in General Kuter's Office this date to discuss ground rules and assumptions upon which to base plans for the training establishment required in a Post War Air Force. Present were:

Brigadier General L. S. Kuter, AC/AS, Plans
Colonel P. M. Hamilton, AC/AS, Plans (Post War)
Colonel R. C. Moffat, AC/AS, Plans (Post War)

Brigadier General J. M. Bevans, AC/AS, Personnel
Colonel J. H. McCormick, AC/AS, Personnel

Brigadier General McNaughton, Hq., Training Command

Colonel T. J. Du Bose, AC/AS, Training

Colonel H. A. Halverson, SPD, WDGS
Colonel G. P. Baker, SPD, WDGS

Lt. Colonel W. H. Miller, SPC

2. Assumptions decided upon, for planning purposes, supplementary to those contained in letter ~~for~~ from C/AS, dated 13 December 1943.

a. The personnel on active duty in the PWAF will consist of four (4) categories regarded as to length of service: 1 year, 3 Year, 17 year and full career, and in three categories as to method of induction: universal service, volunteer and selected service personnel chosen as necessary from universal service one year men to give the active duty force a sufficient number of three year men when not enough volunteers are found to meet requirements.

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b. The proportion of long-term to short-term officer personnel will be half and half, divided as follows:

50% - 3 year
20% - 17 year (these to consist of graduates of ~~an Air Academy~~)
30% - regular career officers

c. The proportion of enlisted personnel in various categories would be:

Of enlisted personnel, approximately 50% must comprise 3 year (or more) personnel.

d. Anything over three years enlisted service to comprise volunteers only. Anything over one year to comprise volunteers and selectees.

e. The Air Force to train all its personnel including categories now known as ASWAF, (and that includes antiaircraft personnel).

f. The initial peace time force to be so composed as to avoid "humps" in the seventeen year and regular officer categories, by filling these categories with officers now in the service and artificially provide for necessary annual attrition.

3. It was decided that Colonel DuBose would prepare a paper (for AC/AS, Training) to General McNaughton (For CG, Training Command) embodying the ground rules and directing Training Command to recommend the training establishment mentioned in Paragraph 5 of the Chief of Air Staff's letter.

R C Moffat

R. C. MOFFAT,
Colonel, Air Corps.

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11-10-1 (4)

INDEX SHEET

Date —

SYNOPSIS

From:

To:

For comments on 11 Dec letter
see File: 11-3-1.

Original filed under No.

W-4112, A.C.

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(4)

HEADQUARTERS OF THE ARMY AIR FORCES

WASHINGTON, D. C.

13 December 1943

SUBJECT: Post War Air Force.

TO : SEE DISTRIBUTION LIST.

1. Assistant Chief of Air Staff, Plans has been directed to prepare for earliest submission a detailed plan covering the organization and composition of the post war U. S. Air Force.

2. The following have been accepted as assumptions, or ground rules, for planning purposes:

a. An autonomous Air Force as one of four major divisions of a composite Department of War, the other three being 1) Army, 2) Navy, and 3) Joint Production, Procurement and Resources Division.

b. That the Air Force will be an "I" day force, instantly ready to repel attack or to quash any incipient threat to world peace. It is therefore to be assumed that Air Force units will be stationed on an extensive chain of permanent bases extending from the Philippines eastward to the West Coast of Africa.

c. That the Air Force will consist of a GHQ, 6 Air Forces and appropriate commands.

d. The tactical force to consist of 105 groups divided into

40 very heavy bombardment groups
2 heavy bombardment groups
4 medium and light bombardment groups
45 fighter groups
3 reconnaissance groups
11 troop carrier groups

e. One Air Force to be deployed in the Atlantic (European-African) area comprised of 10 VHB, 10 F and 1 TC groups.

f. Two Air Forces to be deployed in the Pacific-Asiatic area aggregating 25 VHB, 1 HB, 25 F, 1 RFCN and 6 TC groups.

g. Three Air Forces to be deployed in the U. S. (including Alaska and the Caribbean) aggregating 5 VHB, 1 HB, 4 M/LB, 10 F, 2 RFCN and 4 TC groups.

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h. That the Air Force will have complete responsibility for training its own personnel, including arms and services. An Air Academy is contemplated which may provide complete higher education of regular officer personnel or, alternatively, may with West Point and Annapolis provide, say, two years of specialized training for Air, Army and Navy respectively to cadets who have previously undergone two years of unified general military education at a combined services school.

i. That there will exist a "Naval Air Arm" consisting of Air Force trained personnel permanently assigned to the Navy for special training and operations with ship-borne aircraft.

j. That there will be requirement for the Air Force similarly to supply to the Army, trained personnel for artillery spotting, liaison, et cetera.

k. That the Air Force will be responsible for all phases of research development, design, production, distribution, maintenance, et cetera, of military aircraft and other materiel peculiar to aviation; development and procurement of materiel common to all the services to be the responsibility of the Joint Production, Procurement and Resources Division.

3. Attached hereto as Enclosure "A" are five charts illustrating a suggested Air Force organization conforming with the stipulations of the directive.

4. Attached as Enclosure "B" is a preliminary Troop Basis giving tentative composition of the post war Air Force calculated on present T/O's and in conformity with the above "ground rules". Programs Division of Assistant Chief of Air Staff, Operations, Commitments and Requirements is continuing preparation of a further breakdown of Enclosure "B" to indicate personnel requirements by specialties.

5. As soon as this schedule of specialist requirements is available, Assistant Chief of Air Staff, Training will provide estimated training establishment required to maintain such a force.

6. It is desired that the opinions and suggestions of each Staff Section be submitted to Assistant Chief of Air Staff, Plans to facilitate drafting the final plan. The enclosed are forwarded as a tentative "guide" to precipitate study and suggestion.

7. It is requested that you give this problem early attention and supply Assistant Chief of Air Staff, Plans, with comments and suggestions -- especially those in reference to matters presently within the scope of your office -- as soon as possible. It is hoped that each section will provide details of the further organizational breakdown it recommends to handle its particular responsibilities.

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8. While suggestions for nomenclature will be welcome, all are urged not to permit concern over the name of a job to obscure the more important analysis of its functions. Ultimate nomenclature will probably not be decided until final plan is accepted.

9. Officers of the Post War Division, AC/AS, Plans, will be available for discussion or clarification and each addressee is invited to call 74024 to arrange such conference as may be desired.

10. The importance of the problem is self-evident and the cooperation of all concerned is earnestly requested to the end that the plan finally recommended may be as comprehensive and flawless as the combined efforts of the Air Staff can make it.

By Command of General ARNOLD:

Barney M. Giles

BARNEY M. GILES,
Major General, U. S. A.,
Chief of the Air Staff.

2 Encls.
Encl A - Charts
Encl B - Troop Basis

DISTRIBUTION:
AC/AS, Personnel
AC/AS, Intelligence
AC/AS, Materiel, Maintenance and Distribution
AC/AS, Operations, Commitments and Requirements
~~AC/AS, Plans~~
CG, AAF Training Command, Fort Worth, Texas
CG, Materiel Command, Wright Field, Dayton, Ohio
CG, Air Service Command, Patterson Field, Ohio
CG, Air Transport Command, Gravelly Point
CG, Army Air Forces Board, Orlando, Florida
The Air Inspector
The Air Surgeon
Air Judge Advocate
Special Projects Office
AC/AS, OC&R, Air Communications Division
CG, 1st Air Force
CG, 2nd Air Force
CG, 3rd Air Force
CG, 4th Air Force

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(3)

8 November 1943

Plan for Post-War Army Air Force

General Eubank, Army Air Forces Board

1. The Commanding General, Army Air Forces has directed that a coordinated plan or outline for the post-war Army Air Force be prepared.

2. Some little planning in this direction has already been started by Colonel Davison of this Headquarters. So far, he has been guided in his study by three factors:

a. An Army Air Force of 105 groups;
b. The air bases required throughout the world for securing the Western Hemisphere; and
c. Reorganization of our National Defense System.

3. With regard to "a," a very general and not at all firm breakdown into categories has been made of the 105 groups. Even the number of groups is not firm but, for planning purposes, should approximate this size. No effort has yet been made to deploy the 105 groups, either in the Western Hemisphere or overseas.

4. With regard to "b," a rather firm plan has been prepared by Assistant Chief of Air Staff, Plans of this Headquarters setting forth an air base requirement throughout the world necessary to secure the Western Hemisphere against attack. However, this study has been approached solely from the strategic view and no requirement has been set up as to the size, composition, or detailed location of each base. Moreover, in this plan no mention has been made as to the number, type and location of air stations required in the United States nor the requirement for gunnery or bombing ranges, training establishments, repair facilities, Air Service Command depots or other service establishments. This latter item is an important factor now. We are continuing to spend millions of dollars improving runways, bombing ranges, constructing modification centers, etc., without an apparent aim as to what facilities will be required after the war. Colonel Davison has prepared a preliminary estimate with regard to personnel, but no estimate has yet been made of the number of airplanes by type which will be required.

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5. With regard to item "c," the Joint Chiefs of Staff have now under consideration a scheme for the reorganization of the National Defense System. The confidential nature of this study precludes giving you a copy, but there is no objection to your reading this paper in the office of the Assistant Chief of Air Staff, Plans.

6. It is appreciated that the above information is rather sketchy, but it is considered that the outline is sufficient for the Army Air Forces Board to initiate a study which will further develop all the factors which must be considered in the preparation of the final plan.

HOWARD A. CRAIG,
Brigadier General, U.S.A.,
Deputy Chief of Air Staff.

/

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INDEX SHEET

Date 17 Nov 1943

SYNOPSIS

From: AC/AS, Plans

To: AC/AS, OC&R, Programs Division

Correspondence relative to troop basis for IPWAF

Original filed under No. 19-36-1

W-4112, A.C.

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Dec 1943

COL LAURZENHEISER:

The attached is informal memo. brought in by Col. Miller for discussion prior to drawing up SPO's actual recommendation re "Post War Air Force Establishment".

I have marked on the margin the principle points which at first glance appear to need alteration and have discussed it with Col. Miller.

Thought you would like to see the direction of present thinking.

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6 October 1943

MEMORANDUM

Subject: Permanent Military Establishment

Assumptions to guide proposed organization and composition --

a. Total troop basis - 2,000,000 men.

b. Universal military conscription, yielding 350,000 troops annually to the Air Corps.

c. Regular army approximately 5%. > 10%

d. Flight Officers (both officers and enlisted men, serving 15 years with retirement pay) approximately 5%. > 10%

e. Trainees and active reserve to be retained for periods up to five years as follows:

R.A.	50,000
F.O.	50,000
Cl. A	75,000
Cl. B	75,000
Cl. C	150,000
Cl. D	150,000
Cl. E	350,000
	1,000,000

f. All combat units to be on war-time strength and all but 26 combat units located outside continental United States.

g. Both individual and unit training would be conducted in U.S. prior to replacement in overseas units.

h. Active reserve status, except for full duty, only to those participating actively in commercial aviation or industrial or technical positions (for instance, weather forecasters, flight surgeons, aerial photographers, aeronautical engineers, statistical control officers, transportation officers, etc.), having a direct equivalent in the military establishment. ?

i. Vocational and classic educational opportunities for trainees in addition to military training.

- 1 -

It has often been said that there can be no advantage and many disadvantages in this unnecessary limitation of availability.

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10. Competitive system for promotions and continuance on active duty.
11. At least one year's service prior to overseas duty.
12. Ground support training. (including cooperative exercises with Field Forces).
13. Proving Ground and Tactical School to be maintained.

F. M. MILLER
Lt. Colonel, A.C.

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Outline of a Postwar Permanent Military Establishment

AC/AS, Plans — 18 August 1943

Special Projects Office — 1

WHM:vcj - 2843

1. Attached for your information is an outline of a Postwar Permanent Military Establishment bearing the concurrence of the General Staff. It is recognized that this does not provide certain exceptions required for the Army Air Forces. Accordingly, further study is now being made by the Special Planning Division.

2. It is desired that you give consideration to the attached outline and submit to this division your recommendations as to any points not covered or requiring adjustment to suit the needs of the Army Air Forces.

3. Similar request to the above is being directed to each of the following: AC/AS, Training; AC/AS, Personnel; AC/AS, Operations, Commitments and Requirements; and AC/AS, Materiel, Maintenance and Distribution.

Incl:
Cy of outline

F. TRUBEE DAVISON
Colonel, Air Corps
Chief, Special Projects Office

TO: Special Projects Office

DATE 9-4-43
Comment No. 2
PMH/jw/6722

FROM: AC/AS, Plans

1. Pursuant to request in paragraph 2 of Comment No. 1, the following principal questions are raised in this office in respect to "Outline's" application to Air Force establishment:

a. (para. 2a) One year is insufficient training period for air crew members or for most of the specialist categories of Air Force personnel.

b. (para. 2b) It is questioned whether the specialized kind of training required for Air Force personnel can be as efficiently conducted by any "cadre" system as by a permanent Training Command establishment.

c. (para. 2c) The Air Force, owing again to its highly specialized requirements, should have priority over Navy and Army Ground Forces, in selection of trainees. LSK.

d. (para. 3b (1)) Three to five years Active Reserve service subsequent to initial training is deemed insufficient for Air Force personnel. Proficiency in specialized skills and necessity for keeping in close touch with constantly improving equipment require an Active Reserve period of at least ten years, if Air Force is to maintain its reserves in proper condition of readiness.

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Outline of a Postwar Permanent Military Establishment.

Special Projects Office

AC/AS, Plans

PMH/jw/6722

e. (para. 3b (1)) The term Active Reserve as developed in the "Outline" is almost synonymous with Inactive Reserve. It is suggested that during the proposed Active Reserve period, Air Force personnel should have frequent occasion to keep in training and preferably as a unit; possibly some equivalent to the National Guard weekly drill-night and fifteen to thirty day annual field manoeuvers would be in order.

f. (para. 3b (2)) It is particularly important to combat efficiency of Air Forces that, to the maximum possible extent, air crews and ground crews be trained and operate as units.

g. (para. 5) While the military establishment envisaged apparently supplants the National Guard as now organized, the great potential value of the latter system should not be lost sight of. History has given ample proofs of the service the National Guard system has rendered, especially through periods when public apathy has tended to emasculate the regular army. Since such periods must be expected and anticipated, it might be wise to consider in what manner the strong features of the National Guard system can be perpetuated.

2. Incorporating the above specific negative criticisms, and as a constructive suggestion for the Air Forces Establishment, it is recommended:

Incls:
w/d

a. That the initial training and Service Period be:

(1) for Air crew personnel, three years.
(2) for Ground crew personnel, two years.

b. That the Active Reserve period, during which weekly "drill" sessions and an annual 15 to 30 day field training exercise will be held, be:

(1) for Air crew personnel, seven years.
(2) for Ground crew personnel, eight years.

c. That the Inactive Reserve period consist of five years during which reservist will have obligatory two weeks refresher field service and availability of optional training for those who wish to keep up to date with technical and service improvements.

d. That there be ample opportunity for qualified candidates to transfer into Regular Army Air Force, in both commissioned and non-commissioned grades, at any time prior to expiration of their Active Reserve period.

Incls:
w/d

L. S. KUTTER
Brigadier General, USA

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I

STATEMENT OF PROBLEM

To determine, for planning purposes, the outline of a Post-War Permanent Military Establishment.

II

DISCUSSION

1. Assumptions

a. The conclusion of the peace will require a Permanent Military Establishment capable of:

(1) Defending the Western Hemisphere and our possessions.

(2) Occupying strategic bases for our military defense and our economic well being in order to:

(a) Ensure access to essential raw materials.

(b) Safeguard our unhampered use of sea routes and provide for the military protection of our future global air activities.

(3) Carrying out our assignment in an International Police Force (if any).

(4) Expanding rapidly into a modern, well-trained, well-equipped force.

b. Relatively large armed forces will be maintained by the United States.

c. The War Department intends to advocate universal military training.

2. General Principles

a. Universal Military Training

Every able-bodied American would receive military training

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for a period of one year as he approaches manhood

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b. Method of Training

Economy of training would be realized by the use of special training organizations (cadres) incorporating a comparatively small administrative and instructional overhead from the Regular Army, reenforced by selected citizen officers and non-commissioned officers on temporary active duty.

c. Size of Annual Training Class (Trainees)

Approximately 1,200,000 boys become 18 years of age annually. Allowing for physical and other rejections and those taken by the Navy, it is estimated that about 700,000 would compose the annual training class.

3. Organization of the Army

a. Regular Army

(1) Overseas Garrisons

These would comprise war-strength units for duty outside continental limits of the United States with such portion of an International Police Force (if any) as may be stationed abroad.

(2) Home Forces

These units would be maintained at war strength as garrison troops in the United States, and as a strategic reserve for minor expeditionary purposes or for the re-enforcement of overseas garrisons in emergencies. The Home Forces would also include such portion of an International Police Force (if any) as may be held in reserve in the United States.

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(3) Training Forces

These units would be composed of the training overhead (administrative and instructional) and trainees. Training units would be organized around cadres, personnel coming from the Regular Army reenforced by the Reserves.

The training would be progressive culminating in appropriate large scale maneuvers.

Insofar as not inconsistent with the primary mission in sub-paragraphs (1) and (2) above, and when found advantageous, units of the Home Forces and Overseas Garrisons would assist the Training Forces in the annual training of trainees.

b. Reserve Forces

This component would be organized under the Army Clause of the Constitution.

(1) Active Reserve

After each trainee has completed the initial training in the Training Forces, he would become a member of the Active Reserve for a definite period (three to five years). This period would depend upon the mobilization strength desired on M Day and thereafter. Normally no active training would be required, except for those who wish to qualify for commissioned or non-commissioned grades.

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(2) Organization of the Active Reserve

(a) Based on experience during the present war, the Active Reserve becomes a manpower pool, doing away with the territorial organization of reserve units for the following reasons:

1. Flexibility of assignment is required because individuals are needed for mobilization purposes, instead of units as such.

2. The particular type of units required will depend upon the situation at the time.

3. Experience has demonstrated that the loss of units in battle, drawn entirely from one locality, has a depressing effect on community morale.

4. The withdrawal of territorial organization intact has an injurious impact on the economic life of a community.

(b) The country would be divided into military areas, following the idea of the present system with each Reservist carried in his particular area.

(3) Inactive Reserve

After completing the prescribed period in the Active Reserve, all Reservists, except certain officers or officer candidates, would pass into the Inactive Reserve.

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4. Mobilization

Upon mobilization the existing Selective Service System would be employed to call up those reaching military age, those who for various reasons have not accomplished their military service and those in the Inactive Reserve.

The War Department, through the military areas, would mobilize the Active Reserve.

5. State Forces

Upon the formation of the Permanent Military Establishment as outlined in paragraph 3 above, the need for the National Guard, as now organized, would no longer exist. In order to provide a reserve force to back up the police power of the state, it is assumed that some, if not all, of the states, would form State Guards.

These would be organized under the Militia Clause of the Constitution and would be entirely non-federal.

Members of the Inactive Reserve would be eligible to join the state forces.

III

RECOMMENDATIONS

That the outline of a Postwar Permanent Military Establishment be approved for planning purposes.

Concurrences:

G-1 GAM
G-3 REP
G-4 RGM
OPD JEH

W. F. TOMPKINS
Brigadier General, G. S. C.,
Director, Special Planning Division.

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11-8-7

Responsible Officer_____

145.84A-13
27 Apr 1944

U.S.
HISTOR
ARC

AFAEP
POST WAR DIVISION
Room 3D130
Ext. 74024

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11-3-7 COMMENTS - IPWAF - AC/AS-OC&R

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I N D E X

1. Cpy R & R Subject: Post-War Air Force, dtd 1 Jan 1944

2. Cpy R & R Subject: Post War Air Force, dtd 13 Jan 1944

3. R & R Subject; Plan for the Initial Post-War Air Force, dtd 28 Apr 44 with plan for the PWAF Meteorological Service Attached.

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HEADQU' TERS ARMY AIR FORCES

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ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Plan for the Initial Post War Air Force

TO: AC/AS Plans, Post War Plans Division

DATE 28 April 1944

FROM: AC/AS, OC&R, Weather Division

COMMENT NO. 1.
MHB/gep/71096

Per verbal request there is attached hereto a plan for the Post War Air Force Meteorological Service. This plan amplifies that portion of "Plan for the Initial Post War Air Force", which deals with the present AAF weather service.

H. H. BASSETT
Colonel, Air Corps

1 Attachment
Initial Plan Post War Air Force
Air Force Meteorological Service

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Plan for the Initial Post War Air Force

AC/AS Plans, Post War Plans Division — 28 April 1944

AC/AS, OC&R, Weather Division — 1.
HHB/gep/71096

Per verbal request there is attached hereto a plan for the Post War Air Force Meteorological Service. This plan amplifies that portion of "Plan for the Initial Post War Air Force", which deals with the present AAF weather service.

H. H. BASSETT
Colonel, Air Corps

1 Attachment
Initial Plan Post War Air Force
Air Force Meteorological Service

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TWX: ASVL 276
TEL. 8400

ARMY AIR FORCES
HEADQUARTERS, WEATHER WING

ASHEVILLE, N. C.

IN REPLY
REFER TO:

INITIAL PLAN POST WAR AIR FORCE

AIR FORCE METEOROLOGICAL SERVICE

PLAN

1. Director of Meteorology.

It is proposed that there be a Director of Meteorology on the General Staff of the Chief of Staff to the Supreme Commander. This involves an amendment of Chart No. 1 attached to the Basic Organizational Plan prepared by AC/AS, Plans.

a. The Director of Meteorology may be either a United States Army, United States Air Force, or United States Navy meteorologist.

b. The staff of the Director of Meteorology shall include a meteorological officer from the United States Army, the United States Air Force, and the United States Navy.

c. The Director of Meteorology to represent the Secretary of War and the Chief of Staff to the Supreme Commander on a joint committee composed of the Chief United States Weather Bureau and the Director of Meteorology.

(1) This committee to represent the United States Meteorological Service, civil and military, at all international meteorological conferences.

2. Chief of Meteorology.

It is proposed that there be a Chief of Meteorology on the Staff of the Deputy for Operations in the Headquarters of the Commander, United States Air Force, with an Assistant for Requirements and an Assistant for Meteorological Research (Theoretical).

a. This proposal contemplates amendment of Charts No. 2 and 3 attached to the Basic Organizational Plan prepared by AC/AS, Plans.

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The unit labelled Weather (1E7) under Chief of Operations and appearing on Chart No. 3, to be eliminated coincident with the amendment of Chart No. 2, so as to provide for a Chief of Meteorology under the Deputy for Operations (1C). The addition of a Chief of Meteorology as another organization under the Deputy for Operations (1C) would make seven in all and the Chief of Meteorology unit would be designated 1D7.

b. Chart No. 3 to be further amended by adding an additional organization under the Deputy for Operations, designated Chief of Meteorology (1D7). This Division would, upon this chart, be broken down with two sub-sections, one for Requirements (1E9) and one for Meteorological Research (Theoretical) (1E10).

c. Following the format of the original plan for a post war Air Force, the duties of the Assistant for Requirements and the Assistant for Meteorological Research (Theoretical) have not been further delineated.

3. Air Force Meteorological Service.

It is proposed that there be an Air Force Meteorological Service which would occupy the command position designated "Weather Wing" in Chart No. 1.

a. The Air Force Meteorological Service to include four Meteorological Wings designed to serve the Air Force under the organization suggested in the basic report by AC/AS, Plans. The four Wings to be known as the Atlantic Wing, the Eastern Continental Wing, which will include the Carribean, the Western Continental Wing, which will include Alaska, and the Pacific Wing.

(1) Each Wing shall include three groups.

4. Amendment to Basic Authority.

It is proposed that the basic plan as formulated by AC/AS, Plans, be amended to include under the heading III, Discussion, the following paragraph:

> That the Air Force Meteorological Service should coordinate its activities closely with the similar functions exercised by the Weather Bureau of the Department of Commerce and should be prepared in emergency to take over the entire responsibility for all Airways Meteorological Service, including such service maintained by the Weather Bureau of the Department of Commerce and Commercial Airlines. The Weather Bureau of the Department of Commerce and the Commercial Airlines shall, in an emergency, make available to the Air Force Meteorological Service such personnel as the latter Service may deem necessary.

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5. Personnel.

It is proposed that the Air Force Meteorological Service be implemented by personnel as hereafter recited and that Inclosure "B" attached to the basic plan proposed by AC/AS, Plans, be amended to include the following authorized personnel.

a. The following allotment of officers, warrant officers, and enlisted men is recommended:

		Officers		W/O		EM	
Headquarters	Unit	Per Unit	Total	Per Unit	Total	Per Unit	Total
Air Force Meteorological Service Headquarters	1	75	75	3	3	100	100
Wing Headquarters	4	25	100	1	4	50	200
Group Headquarters	12	18	216	3	36	40	480
Field Service							
Tactical							
Forecast Stations	325	4	1300	1	325	14	4550
Observing Stations	100	0	0	0	0	4	400
Electronics Section	25	1	25	0	0	8	200
Training							
Forecast Stations	50	4	200	1	50	14	700
Transport							
Forecast Stations	120	4	480	1	120	14	1680
Observing Stations	100	0	0	0	0	4	400
Electronics Stations	50	1	50	0	0	8	400
			2446		538		9110

Total - Officers 2446

Warrant Officers 538

Enlisted Men 9110

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b. Upon the occasion of an emergency, the following additional personnel would be needed immediately:

(1) 100 encoding and decoding sections of 4 enlisted men each, or 400 enlisted men.

(2) 4 Weather Reconnaisance Squadrons of 50 officers and 70 enlisted men each, or 200 officers and 280 enlisted men.

c. In addition to personnel in the Field Service, it is estimated that the following personnel trained in meteorology will be required in the various other units of the Air Forces:

	Officers	Enlisted Men
Air Force Headquarters		
Administrative Duties	15	
Research - Theory	20	
Research - Instrument	25	50
Staff Weather Officers		
6 Air Forces	12	
18 Commands	18	
54 Wings	54	
105 Groups	105	
50 Squadrons	50	
6 AAA Divisions	6	
	245	
Instructors		
Meteorology Training	50	150
Air Crew Training	80	
Professional Army Schools	10	----
Total	445	200

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d. Recapitulating, the Air Force Meteorological Service will require 2891 officers, 538 warrant officers, and 9310 enlisted men trained in weather. Based upon a 50% reserve in active service for three years, it will be necessary to train 582 officers (including a 20% attrition) and 1805 enlisted men (including a 10% attrition) each year.

e. In the deployment of meteorological personnel, the distribution by areas set forth in Inclosure "B" to the basic plan of AC/AS, Plans, entitled Tentative Troop Basis should be disregarded and the deployment made as necessity requires, based on the actual deployment of the tactical units and the location and scope of the Air Transport routes.

f. Attention is invited to the fact that the personnel deemed necessary to adequately man the Air Force Meteorological Service in the post war Air Force, does not include personnel trained or to be trained in meteorology and assigned to the Army and to the Navy. In the basic plan for the initial post war Air Force prepared by AC/AS, Plans, a 20% overage has been allowed for the training of Navy personnel, but this overage does not appear numerically in that study nor has such overage been presented numerically in this plan for post war Meteorological Service.

6. Training.

It is proposed that Inclosure "C" attached to the basic report of AC/AS, Plans, and relating to the Training Command, be amended insofar as training is concerned so as to accomodate the annual needs of the Air Force Meteorological Service as indicated in paragraph 5 above.

7. Research Center.

It is proposed that a Meteorological Research (Instrument and Electronic) Center be established and maintained at the site of the Research Center of the Materiel Command. Such Center to be manned by trained meteorologists and made available to the Materiel Command by the Air Force Meteorological Service.

8. Terminology.

It is proposed that wherever in the basic plan as proposed by AC/AS, Plans, and the exhibits and supplements attached thereto, that the word "weather" or "Weather Service", where the same relates to the Air Force Meteorological Service, the term "meteorology" or the phrase "Air Force Meteorological Service" be employed.

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DISCUSSION

1. Director of Meteorology.

The importance of the Meteorological Service in the present war has emphasized the need of a Director of Meteorology on the General Staff in order that this Service function in the post war era with maximum efficiency.

a. The United States Air Force will, of course, be the primary user of post war Meteorological Service, but under the plan for the post war Air Force prepared by AC/AS, Plans, meteorologists of the Army and the Navy will be trained by the Air Force, therefore a meteorologist from either of these services may serve with equal efficiency as the Director of Meteorology.

b. Representation of the three services, Army, Navy, and Air Force, is assured by providing that the staff of the Director of Meteorology shall include a meteorologist from each of these services.

c. It is imperative that the post war Meteorological Service be represented at international conferences and other policy making meetings, because weather phenomena is international in its character and recognizes no political boundaries. The necessity for such international cooperation was recognized before the present war in the International Meteorological Committee. This committee in the past twenty years has held several meetings of the utmost importance in the exchange of meteorological information and the use of unified codes. The expansion of aviation, both military and civil, has added to the necessity for free and rapid exchange of meteorological information between nations. In order that this country may be represented on a comparable basis to the representation present from other countries, the Director of Meteorology and the Chief of the United States Weather Bureau, as a committee, should represent this nation. The International Meteorological Organization prior to the present war met every six years, a meeting having been scheduled for 1941 but cancelled because of the war. The progress made in the science of meteorology during the present war, coupled with the advances in aviation, will undoubtedly result in more frequent international meetings in the future. Among items of importance which the international conferences have considered in the past and will undoubtedly consider in the future, are:

(1) New legislation.

(2) Further standardization of meteorological codes.

(3) Further standardization of meteorological procedures.

(4) Coordination of meteorological research.

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The importance of cooperation between international meteorological services became increasingly evident with the outbreak of the present war and resulted in the formulation of the Combined Meteorological Committee. The present Army Air Forces Meteorological Service is represented on this committee in the same manner in which it is proposed that the post war Meteorological Service will be represented by the Director of Meteorology in the future. The history of the Combined Meteorological Committee dates back to the early months of 1942 when the British Staff began to arrive in Washington. The British meteorological representatives and the United States Army and Navy meteorological chiefs indicated to the combined Chiefs of Staff that regular meetings of the United States and British meteorological representatives was desirable. A committee was named by the combined Chiefs of Staff to organize the Combined Meteorological Committee. The organized committee met weekly during the spring and summer of 1942 and in September of that year the committee was officially named and issued a charter by the combined Chiefs of Staff. Representation on this Combined Committee includes the United Kingdom, Dominion of Canada, the Union of South Africa, Australia, New Zealand, and the United States through Army and Navy participation. This committee has continued to the present time and completed action by it since its inauguration has included the coordination for theatres of combined operation of:

(1) The establishment of theatre meteorological committees.

(2) Meteorological research (theoretical) projects.

(3) Meteorological research (equipment) projects.

(4) Distribution of meteorological equipment.

(5) Establishment of standard meteorological codes for surface and aircraft reports.

(6) Establishment of meteorological ciphers to use on the land, on the sea, and in the air.

(7) Establishment of areas of employment of meteorological codes and ciphers.

(8) Meteorological station index numbers.

(9) Content of inter-continental radio weather broadcasts.

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2. Chief of Meteorology.

Experience in this war has demonstrated that as far as the Air Forces are concerned, weather is the most limiting and deciding factor in operations. Weather has always been a factor in military operations, but never before has weather been as important a factor as in the present conflict. This has been recognized by the United States Strategic Air Force based in the United Kingdom. Its organization includes a Director of Weather on the staff of the Deputy for Operations. Such a staff status for the Meteorological Service Chief has and is proving its soundness. The Chief of Meteorology, like the Director of Weather for the USSTAF, should be on the staff level which plans the operations and selects the targets if the full efficiency of the Meteorological Service is to be utilized.

a. The Chief of Meteorology should be able to deal on the same organizational level and thereby maintain the most efficient liaison with the chiefs of the other services, especially Intelligence, Operations, Plans, and Supply and Maintenance. Under the Deputy for Supply and Maintenance comes the extremely important responsibility for research and development of meteorological instruments, initiate procurement after standardization, and provide a depot or depots for the storage and issue thereof. The importance and necessity for this is well expressed by present Army Regulation No. 95-150.

3. Air Force Meteorological Service.

It is believed that the outline of the post war Meteorological Service as previously presented in the first part of this plan is self-explanatory. No effort is being made at this time to present a more detailed treatment, except as it appears in section 5 of the attached plan relating to personnel.

4. Amendment to basic authority.

In support of the proposed amendment to the basic authority, it is suggested.

a. That attention be paid to legislation which would require:

(1) That the Weather Bureau of the Department of Commerce give preference in their employment program to meteorologists from the Air Force Meteorological Service, and

(2) That it be made a condition for license and other federal regulations of Commercial Airlines and of Commercial Air Carriers that similar preference be given by them to Air Force Meteorological Service reserves who have completed a tour of active duty.

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b. Only by some such action can the Air Force preserve the efficiency of forecasting personnel and be able to meet an emergency in which the rapid expansion of the Meteorological Service would again be handicapped by a lack of time for the training of new personnel and the lack of time to afford refresher training to those in the reserve whose services would be immediately needed but whose proficiency in the science of meteorology has deteriorated through lack of constant and continued application. It is emphasized that meteorology is a progressive and therefore not an exact science, requiring continued research and application by the individual forecaster.

5. Personnel.

The total figures shown as needed in order to afford an adequate Air Force Meteorological Service are based upon the experience of the Army Air Force Weather Service during the present emergency and are predicated upon a continuance of operations on the reduced scale indicated in the inclosures attached to the basic plan prepared by AC/AS, Plans.

a. The figures presented in the attached plan for the Air Force Meteorological Service under the sub-division "a" are those deemed necessary for adequate field service.

b. The personnel needs recited in "b" of the attached plan are self-explanatory.

c. Personnel listed in section "c" of the plan relate to those trained in meteorology and assigned to other units or detailed for administrative duties in the Headquarters of the Chief of Meteorology and Research Center mentioned in section 7 of the attached plan. The personnel listed under "c" will not be a part of any troop basis for the Air Force Meteorological Service but would rather be accounted for in the troop basis authorization for the unit or offices to which they are assigned. It is necessary that all of the personnel listed under "c" of the attached plan be trained in meteorology and be made available to other units of the Air Force from the trained personnel of the Air Force Meteorological Service. Although it is not known what formulae was used in arriving at the troop basis for the Air Force Meteorological Service in inclosure "B" attached to the basic plan prepared by AC/AS, Plans, in arriving at the personnel necessary to adequately maintain a competent Meteorological Service for the groups contemplated in the basic plan and the air routes as outlined in inclosure "E" attached to the basic plan, the experience of the present Meteorological Service reduced to the tactical and transport activities contemplated has been utilized.

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The personnel necessary to operate a meteorological station is definite and fixed and does not bear direct relation to the traffic using the facility where the station is located. It takes the same basic number of individuals to man a station at a field where there are but infrequent flights as it does one with steady traffic. It is only at a field with an unusual and extremely heavy flow of traffic that additional personnel must be provided. The study submitted by the Air Transport Command and attached to the basic study by AC/AS, Plans, as inclosure "D" contemplates that some routes will be maintained solely as defensive measures and not used in normal flow of post war travel. Maintenance of meteorological stations on these routes must be provided for despite the infrequent use of the facilities.

d. In arriving at the total number of personnel necessary, the totals in paragraph "a" and "c" have been added, and one half of this number considered as being in a reserve status and one third of the latter to be replaced each year. Attention is invited to the peculiar problem presented by the Meteorological Service and an anticipated problem effecting its efficiency. Those in the reserve on active duty status would devote the first forty weeks of their three years in attending a meteorological school and it is presumed that this would include the initial military indoctrinization. The Meteorological personnel thus trained would have not to exceed two years and three months for actual meteorological duty. Experience has shown that meteorologists do not reach their highest point of proficiency until after at least two years of field service. It would, therefore, be a decided advantage to the Meteorological Service if the reserve on active duty was retained for at least six years, which is the anticipated average for regular officers in technical service to serve in such technical service. If this condition merits consideration, the number of officers and enlisted men trained for service as reserves on active duty would effect a material saving in the training program.

6. Training.

Attention is invited to the discussion under "5", Personnel.

7. Research Center.

Attention is invited to section 5 of the attached plan as it relates to the assignment of personnel to instrumental research under paragraph "c". The plan lists a total of 25 officers and 50 enlisted men engaged in research and for the purpose of convenience are placed under Air Force Headquarters but may, of course, be assigned to the Research Center wherever the same may be located.

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8. Terminology.

Self-explanatory and no further discussion required.

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Post War Air Force

Asst C/AS, Plans 13 Jan 1944

Asst C/AS, Operations, Commitments, and Requirements 1

1. Reference is made to Comment No. 1 on R&R, subject as above, dated 1 January 1944, in which it was stated that additional comments on the attached study would be furnished by this office. They are submitted herewith.

2. A realistic approach to this problem should recognize first that the United States cannot unaided maintain world peace, and second, that incipient threats to world peace will not be quashed by us until such threats become obvious and dangerous. Except during the unsettled period immediately following the war, it is unlikely, considering the character and history of the United States and Britain, that either nation will court the label of tyranny.

3. We cannot count on future concerted action between the United States, Britain, Russia, and China in planning our post war air force, however desirable such an eventuality might be. Close military alliance between the United States and Britain is inevitable, however, in the period immediately following the peace and should provide a basic assumption for the attached plan. Such an assumption would affect the planned composition, size, and disposition of our defensive air force elements, especially in Africa, Canada, and the South Pacific. The size of our air striking force might similarly be affected.

4. It is not believed that our air striking force should be parceled out among six commands and dispersed throughout the world. This concept ignores the inherent strategic mobility of air power. Forty very heavy bomber groups could be moved from Kansas to prepared bases anywhere in the world in a matter of hours. This precious striking force should be retained centrally available for concentration against any enemy, safe from sabotage, treachery, or the dangers native to piecemeal distribution. A liberal proportion of these bomber units should be rotated in training flights to our prepared and defended bases.

5. The composition proposed for the tactical force apparently makes no provision for routine patrols over water nor for antisubmarine operations, yet the "naval air arm" proposed provides only for ship-borne aircraft.

6. The composition proposed for the tactical force provides only four medium and light bombardment groups capable, with fighter groups, of training in combined operations with the Army. These are doubtless adequate to supply training to ground units, but can, in no sense, be considered an "M-Day" adequacy. It is doubtful if so few groups can provide the experienced personnel required by the air forces for a war expansion, should combined air-ground operations assume major importance.

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7. It is settled Army Air Forces policy to achieve the integration of the Antiaircraft with the Air Forces. Antiaircraft is an essential combat element of unified air defense which must, in time of peace, be the major operational function of our air force. Antiaircraft must, therefore, be an organic part of our autonomous air force and integrated in the Headquarters organization as much as are fighter or aircraft warning elements. It should not be placed under the Director of Administration and Services.

8. With respect to the organization under the Deputy for Operations, it is believed that there should be a Chief of Plans and Operations, a Chief of Requirements, a Chief of Training, a Chief of Communications and a Chief of Intelligence. The Office of the Chief of Plans and Operations should have under it a Plans Division, an Operations Division and a Liaison Section. The Chief of Requirements should have under him a Requirements Division, a Troop Basis Division and a Logistics Division.

9. The recommendation for the establishment of a Chief of Plans and Operations is made because one of the principal problems of this Headquarters has been to correlate plans and operations. In our present set-up, Plans is in the operating business and OC&R is in the planning business. This relationship must continue until operations and plans are combined under one head.

10. There is a specific requirement for establishment of a Chief of Communications under the Deputy for Operations. This function, experience indicates, has become so important in modern warfare as to demand the time and effort of a large specialized group.

H. A. CRAIG,
Brigadier General, U. S. A.

1 Incl.
Ltr fr C/AS, subj as above
w/2 incls.

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Post War Air Force

AC/AS, Plans

1 Jan. 1944

AC/AS, Operations, Commitments and Requirements

1
Maj Hill/ltm 3487

1. Attention is invited to the attached comments of the Commitments, Troop Basis, and Requirements Divisions of the AC/AS, OC&R, with respect to the above subject. They are forwarded because they are worthy of consideration. No specific comments are made with respect to the items listed, however, because it is believed that the fundamental organization has to be determined first and the details worked out later. This point is well brought out in Paragraph 14 of Comment No. 2 from Requirements Division.

2. It is the opinion of this office that the organization of Headquarters Army Air Forces should embody an AC/AS, Personnel, an AC/AS, Intelligence, an AC/AS, Training, an AC/AS, Supply and Maintenance, and an AC/AS, Plans and Operations. The AC/AS, Plans and Operations might well be termed "Plans, Requirements and Operations" because it is suggested that the function of determining military requirements should be charged to this office.

3. This is a preliminary report. A second report reflecting the opinions of this office in greater detail, will be submitted at a later date.

Incls.
R&Rs #1&2 fm ROM dtd 23 Dec.
R&Rs #1&2 fm RPG dtd 22 Dec.
R&Rs #1&2 fm REQ dtd 31 Dec.
~~Three~~ One (~~3~~) ltrs fm CAS, w/incls.

H. A. CRAIG
Brigadier General, U.S.A.

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11-3-9 COMMENTS - IPWAF - TRAINING COMMAND

11-3-9

Responsible Officer Elliott

145 DHA-14
21 Apr 1944

AFAEP
POST WAR DIVISION
Room 3D130
Ext. 74024

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POST WAR DIVISION

Room 3D130

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1. Rough Draft -- Initial PWAF, 28 Jan 44

2. Training Command (Supplement)

3. Letter to CG, ASC, Wright Field -- Edtimation of Monthly Flying Time of Training Aircraft in Peacetime 29 May 44

See File 19-65-2

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: Special Projects, Attn: Lt. Col. W. H. Miller, Room 3D957

DATE 5 May 1944
RMM/cb/71029
COMMENT NO. 1

FROM: Individual Training Division, ACAS, Training

Reference is made to conversation between Col. Miller and Col. R. Montgomery this date. Forwarded herewith is the Initial Post War Air Force plan with certain revisions as requested by this Headquarters.

RMM

1 Incl
As stated above

R. M. MONTGOMERY
Colonel, Air Corps
Chief, Individual Training Division

TO: AC/AS, Plans - Attention: Col. R.C. Moffat

DATE 6 May 1944

FROM: Chief, Special Projects

COMMENT NO. 2
WHM/em/5322

Forwarded as a matter of prime interest to your office.

Capt Jeanne E Swann
Acting Exec.
for

1 Incl
n/c

F. TRUBEE DAVISON
Colonel, Air Corps
Chief, Special Projects

AFAEP-PWD FILE

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TO: AC/AS, Plans - Attention: Col. R.C. Moffat

FROM: Chief, Special Projects

DATE 6 May 1944

COMMENT NO. 2
WHM/em/5322

Forwarded as a matter of prime interest to your office.

1 Incl
n/c

F. TRUBEE DAVISON
Colonel, Air Corps
Chief, Special Projects

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BY AUTHORITY OF
C. G., AFFTC
28 AP[redacted]
DATE INITIALS

HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

30 ACT-2
(3)

28 APR 1944

SUBJECT: Initial Post War Air Force.

TO : Commanding General, Army Air Forces, Washington, D. C.
Attention: Assistant Chief of Air Staff, Training.

1. In accordance with instructions contained in classified letter your Headquarters, 4 April 44, subject above, the following information is submitted, supplementing the plan originally prepared by this Headquarters and forwarded by classified letter, 31 January 44. Comments are made on those problems listed in paragraph 2, Section IV of the preliminary study dated 14 February 44 prepared by the Assistant Chief of Air Staff, Plans, concerning which this Headquarters possesses sufficient information to warrant such comment.

2. Proposed organization Training Command - Inclosure No. 1 is a proposed organization plan for the Training Command. Consideration has been given to the comment made in the preliminary study by the Assistant Chief of Air Staff, Plans, 14 February 44 in paragraph 9b, Section III which questioned the necessity for two Flying Training Commands. Further study at this time indicates that the original recommendations should not be changed for the following reasons:

a. The total personnel under the jurisdiction of the Training Command is expected to be approximately 282,000. In addition, there will be approximately 75,000 officers in the inactive reserve and 75,000 students in the RCTC who will require supervision and a certain amount of administration and service. For maximum operating efficiency, a command of such size will require not less than three operational headquarters.

b. The wide geographical spread of stations expected to be available, which are best suited to the requirements for training, does not permit a simple geographical division of the country into training areas. Such areas would not have integrated training programs and therefore Headquarters Training Command would be forced to become an operating headquarters controlling the movement of all students between the various schools and the various commands.

c. Since a geographical division is not considered satisfactory, a functional organization is indicated. The natural division

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into Technical and Flying Training Commands along the lines of the present organization of the Training Command suggests itself. Technical training involves fifteen (15) stations and approximately 169,000 personnel. Flying training includes twentysix (26) major stations, with great diversity of training programs, and approximately 113,000 personnel, exclusive of approximately 150,000 in ROTC and the officer inactive reserve.

d. Stations tentatively selected are so located that the flying training load can be almost equally divided into two Commands, with thirteen (13) stations in each command, having a completely integrated training program with the exception of preflight and fighter operational training. The organization of the Training Command into one Technical Training Command and two Flying Training Commands has therefore been recommended as possessing the greatest advantages as to size, geographical location, economy in personnel and, most important of all, the structure is such that the organization can be expanded with a minimum of delay and confusion.

3. Proposed Organization Headquarters Training Command - Inclosure No. 2 is the general plan for the Headquarters Training Command. It will be noted that this organization is based upon the general structure recommended in the preliminary study by the Assistant Chief of Air Staff, Plans, 14 February 44, Paragraph 7, Section III. Minor adjustments have been made in the assignment of the staff divisions to the various deputies to conform to the particular requirements of the Training Command.

4. Tactical Center Under Jurisdiction of Training Command - Further study has been given to the control of the Tactical Center by the Training Command, as suggested in paragraph 9b, Section III of the preliminary study by the Assistant Chief of Air Staff, Plans, 14 Feb 44. The original directive for the preparation of a post-war plan provided continuation of training of officer personnel. The Tactical Center, which includes the Squadron Officer School, Tactical Officer School, and Advanced Officer School was included as an integral part of the Training Command in order to meet the directive. Further study indicates that the original plan is basically sound for the following reasons:

a. All training procedures can be closely coordinated with the latest tactical principles and doctrines as taught at the Tactical Center. The condition will not exist as prior to this war wherein the majority of the personnel had no conception as to the theories and teachings of the Air Corps Tactical School.

b. Close coordination can be established insofar as literature is concerned and elementary texts will have a direct relationship with the more advanced texts of the Tactical Air Center. Further, the courses of instruction at the Tactical Air Center can also be kept in phase with

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latest flying and technical training methods.

c. Doctrines and principles as taught at the Tactical Air Center would be in accordance with those established by the Commanding General, Army Air Forces. This Command would have only the responsibility of insuring that the courses of instruction at the Tactical Air Center are in accordance with the desires of the Commanding General, Army Air Forces.

d. This Command, given access to the latest developments of the Materiel Command, Proving Ground Command, and tactical and strategical plans would be charged with the development of proper technique in the employment of new equipment being developed. In turn, this technique would be embodied in the program of instruction at the Tactical Air Center.

e. A well-rounded training program must necessarily be the responsibility of one command whose function is training. Such an organization is necessary, not only to insure that the teachings are in accordance with the desires of the Commanding General, Army Air Forces, but to insure that the proper technique in presenting the material is used, the course content is in proper order, that those who are at the Tactical Center are capable of expressing the doctrine in such a manner that there is no opportunity for misinterpretation. Teaching is a specialty to itself and those who are charged with the supervision of it should be specialists in that particular field. The Training Command has had broad experience along these lines and is more than capable of performing such a mission in a creditable manner.

5. Policy Toward Use of Civilian Flying Schools - By letter this Headquarters, dated 30 January 44, subject: "Military Flying Schools Versus Civil Contract Flying Schools," this Command recommended to your Headquarters that the use of Contract Pilot Schools not be considered after the present emergency ends. For your information, copy of above letter is inclosed as Inclosure No. 3.

6. Air Force Policy Toward ROTC -

a. Responsibility for general policy relative to ROTC should rest with the Department of War, since the Army and Navy as well as the Air Force will presumably participate in this activity. All three services should have representatives on the military faculty and each should furnish to the Department of War the desired training standards for that particular service. It is to be noted that Inclosure No. 1 calls for an inspection wing in each Flying training Command to implement the relation of the Air Force to ROTC.

b. The interest of the Air Force in the ROTC program lies chiefly in the fact that graduates of ROTC colleges will constitute the

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largest single source of non-rated personnel. Somewhat over 70% of the 12,181 entering the Active Reserve annually will have to be earmarked for non-rated service in the Reserve if the procurement plan contained in Tab B of the study originally submitted by this Headquarters is to hold. However, there need be no large investment by the Air Force of instructors in the ROTC detachments. Single representatives from the Air Force drawn from each professional group, or in some instances individual officers combining various professional interest, could be detailed for duty with each ROTC installation.

c. As an initial step in guaranteeing the utility of ROTC training to the Air Force an early effort should be made to have the colleges recognize their responsibility for yielding a product prepared along technical and professional lines for three years' service in the Air Forces. It is also of the greatest importance that the Air Force detail to the colleges the highest possible type of officer to set a desirable example on the college campus.

d. With respect to the general organization of the ROTC programs, it is believed that it will be most effective to have each of three summer camps devoted to familiarization with and indoctrination in the practices of the several services. A workable plan would appear to be that of devoting the first summer camp to Army training, the second to Navy training, and the third to Air Force indoctrination. Under such a plan, the third-year class would spend its summer camp in Air Force installations in "on-the-job" training. Throughout the entire four-year course physical training should be emphasized to the degree found necessary during the present emergency. It is not recommended that flying training be made an integral part of the ROTC course.

e. As to pre-college training, it is believed that the Air Force should participate only to the extent of urging a more rigorous physical training program at this level. Perhaps a certain amount of preliminary indoctrination, in the form of Air Force educational films and training displays, should be presented at the pre-college level.

7. Selection of Facilities for Training Command - The plan for the Post War Air Force prepared by this Command recommended that the final stations to be used by the Training Command be selected by a Board of Officers after consideration of all available stations regardless of present jurisdiction. To assist such a Board in evaluating the stations now under the jurisdiction of this Command, each station has been directed to prepare an album containing information pertinent to that station. Sample copies of the album are inclosed for your information.

8. Antiaircraft Artillery Command - Inclosure D to the preliminary

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study by Assistant Chief of Air Staff, Plans, 14 February 44 indicates a different requirement for the Antiaircraft Command than was given in the original directive for the preparation of a Post War Plan. If the troop requirements as set forth in reference inclosure are adopted, adjustment will be required in the Training Command plan for Antiaircraft Artillery training.

9. Personnel Policy Toward Pay, Including Longevity, Flying, Retirement Disability, Separation, etc.

a. Flying pay should continue during peace time inasmuch as the hazards involved in tactical flying will always be far greater than the normal hazards encountered in any other arm or service.

b. It is recommended that no change be made in the present pay system with the following exceptions:

(1) Inasmuch as the Post War Air Force will place emphasis on youth, it is felt that the peace-time service in grade system is not adapted to the Air Forces. Since the young officers of the Air Forces must assume the responsibilities of the higher grades, it is only in justice that they should, as under the present war time legislation, receive the pay, allowances, and privileges of such grade.

(2) The base pay of a Brigadier General should be established at a figure which at all times will exceed the maximum pay of a full Colonel. Also, an upward revision in the grades of Major General, Lieutenant General, and General should be accomplished inasmuch as the pay which they are now receiving is not commensurate with positions in civilian life of equal responsibility.

(3) Study should be placed on the base pay of all grades with a view toward an upward revision.

10. Promotion and Forced Attrition - Tab A of the Initial Post War Air Force study still represents the best thought of this Headquarters on the subject of promotion and attrition, despite the improved perspective provided by the intervening weeks. Since the promotion plan has only relatively recently been published to other Commands, it is believed that what is chiefly needed at this juncture is criticism of the plan by other agencies.

11. Principles and Method of Selection of Officers In, Up, and Out of the Service -

a. The general principles governing selection up and out of the

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service are intrinsic to the promotion plan originally submitted. Certain specific techniques for differentiating between those to be retained and promoted and those to be released from active service were also indicated in the original study. The question of selection into the service, however has not hitherto been the subject of extensive comment.

b. In general, it is believed that the Post War Air Force should fully utilize all the gains made during the present war with respect to tests of aircrew aptitude and adaptability to military service. Those selected from high schools and preparatory schools for entrance to the U. S. Services Academy should be admitted on the basis of ability, achievement, and character rather than by appointment. The indices of aptitude for such training should, accordingly, be the results of achievement tests and tests of general mental ability as well as records of academic proficiency. Selection from the U. S. Services Academy to the Air Academy should be based on preferences, aircrew aptitudes, and quotas. The design of the aptitude tests and their administration might properly be made a continuing responsibility of the Air Surgeon. Similar problems with respect to selection from both 4-year and 2-year college courses into the active reserve, from the ranks into O.C.S., and from the reserve into the regulars should be dealt with in accordance with the same general principles.

12. Promotion of Reserve Officers - Under the plan presented by the Training Command, reserve officers will be placed in the inactive reserve upon conclusion of the tour of second lieutenant provided they are not selected into the regular army. It is recommended that reserve officers be promoted to the grade of first lieutenant upon entering the inactive reserve and that grade be retained during the 5 years that they remain in this status.

13. This Headquarters considers a ratio of one to one in the case of rated and non-rated officers both desirable and necessary. A study of military occupational specialty requirements for the post war Air Force disclosed that fully 50% of these specialties could be logically filled by officers holding an aeronautical rating. This ratio is also based on the premise that rated officers can be utilized for administrative duties in addition to their flying, whereas purely administrative officers are restricted to only one form of duty assignment. It can thus readily be seen that the versatility of these latter individuals is limited in scope. Further, it is within the realm of possibility that disastrous combat missions in the post war period could result in the annihilation of a large percentage of rated personnel participating; and if the ratio of officer personnel is approximately 25% rated and 75% non-rated as indicated in troop allotment chart inclosed with the initial post war plan, the relatively small number of rated personnel remaining after such missions could adversely effect the immediate continuation of operations.

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14. Selection of Personnel for Initial Post-War Air Force - The selection of this personnel in substance as follows:

a. The age group for each grade should be determined by estimating the theoretical ages of officers if promoted in accordance with the promotion system to be eventually selected. Insofar as practicable, the average age for commission to a specific grade should fall within the proper age group with a tolerance of three years in each direction. Also years of experience, particularly service with the Air Forces, should be given a definite value and no officer should be selected for a specific grade because of his age, who is inferior to the majority of officers in lower grades.

b. Having once completely manned the post-war Air Force, officers should be given constructive years of service depending on the grade to which they have been appointed. This constructive service should be sufficient to place the proposed system of promotion into effect. This is considered necessary to avoid a hump similar to that experienced after World War I.

c. Selection of personnel for the post-war Air Force should commence at once. Outstanding officers who are not already in the regular army should be catalogued immediately as potential regular officers. However, commanders should be warned that only outstanding officers will be so catalogued.

15. Policy Toward Minority Racial Groups - It is believed that the policy of the Army Air Forces toward the employment of colored, yellow, and other minority racial groups should correspond with the national policy.

16. WACS and WASPS in the Post War Air Force - It is believed that provision should be made for both WACS and WASPS in the Post War Air Force. Many duties can be efficiently performed by these classes of personnel and it is felt that an effort should be made to retain the interest of women in the Air Forces.

17. Policy Toward Volunteer Societies and Associations - It is recommended that the connection of the Army Air Forces with volunteer societies, reserve officer associations and professional societies be limited and that care should be taken to avoid entanglement with any groups which might be confused as lobbying or pressure organizations. It is believed that such connections will be unnecessary if the national policy on defense is well defined.

18. Organization and Responsibility of an Air Force Emergency Relief Society - The services at present performed by the Army Emergency Relief Society should be provided for the Post War Air Force. An

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organization is at present available in the Army Air Forces aid society which was formed for this purpose and it is recommended that this society assume these responsibilities and accomplish the functions for which it was organized.

19. In accordance with instructions contained in letter, your Headquarters, dated 12 Apr 44, subject: "Post-War Air Force," Revised Tab D, Medical Service, is inclosed (Inclosure 5).

20. It is realized that the Air Forces will have many criticisms of the Training Command plan. These criticisms will undoubtedly engender a new trend of thought, which, in some instances will require additional thought along an entirely different perspective. Until such criticisms are received by this Headquarters the original plan cannot be revised to an appreciable degree.

By K. YOUNT
Lieutenant General, U.S.A.
Commanding

5 Incls: (3 cpys ea)
Incl 1 - Proposed Organization Plan for T/C.
Incl 2 - Proposed Organization for Hqs., T/C.
Incl 3 - Letr, subj: "Military Fly. Schs. Verus Civil Contract Fly. Schs."
Incl 4 - Sample Copy Album
Incl 5 - Revised Tab D.

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HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply refer to: 352 - Civil Contract 1G/deb

30 January 1944

SUBJECT: Military Flying Schools Versus Civil Contract Flying Schools

TO: Commanding General, Army Air Forces, Washington 25, D. C.
Attention: Assistant Chief of Air Staff, Training.

1. There is presented herewith a study on the relative efficiency, costs in manpower and money, and value to the Government of Military Flying Schools and Civil Contract Flying Schools, in compliance with verbal instructions, Office, Assistant Chief of Air Staff, Training.

2. In determining relative values, a common basis of comparison must be found. Such a factor is extremely difficult to determine in this case, because the respective missions of the two types of schools are not the same. The unique mission of the Civil Contract Flying School is solely to furnish flying and academic instruction and board to aircrew trainees. Their administrative, military and physical training is administered by Army Air Force supervisors. The Military Flying School is, in addition, charged with the responsibility of training personnel, both officer and enlisted, for assignment to Air Forces and other Commands.

3. The Military Flying School must, in the accomplishment of its mission, be self-sustaining. It must administer to all of its personnel in the furnishing of housing, clothing, subsistence, hospitalization, recreation, discipline and security, all of which require manpower. Officers and enlisted men must be taught how to function as an integral part of a unit. They have many duties which are designed to develop them into good soldiers, but which do not contribute directly to the operation of a flying school, i.e., Chemical Warfare Service training, military training, orientation courses, physical training, kitchen police, etc.; these all add up to five hundred and thirty-four (534) man-hours per year, and are exclusive of the two hundred and forty (240) hours' basic training per man for those received in this Command prior to the amalgamation of the two Training Commands. It must be borne in mind, however, that while they are performing these extra-curricula duties, they are all receiving valuable training for future military assignments. It is the best possible training for future combat officers and technicians. During the past year, for example, the Flying Training Command furnished approximately sixty-five thousand (65,000) on-the-job trained technicians for

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assignment to the Air Forces and other Commands, and is scheduled to furnish seventy-five thousand (75,000) more during the next six months. The experience which flying instructors derive from instructing is the best attainable for the improvement of flying technique and knowledge. As a result of this additional experience, they are far more valuable to the Air Forces than recent graduates.

4. The Civil Contract Flying Schools depend upon the local community to furnish housing, food, hospitilization, security, etc., to employees. They have no responsibility for training their employees other than to do the job at hand. The full time that a civilian is on the post, therefore, may be utilized in the accomplishing of assigned duties. By virtue of the fact that civil contractors are dependent upon civilians, conditions of labor unrest within the community may adversely affect or curtail maintenance of operations. This indirectly makes Army Air Forces training contingent upon the vagaries of labor unions which, in times of peace, are likely to be more troublesome than in war time.

5. Relative costs in manpower cannot be considered because, although the Military Flying Schools require more personnel for the same student load than do the Civil Contract Flying Schools, it is impossible to measure the increased value the Government derives from the personnel utilized in this training.

6. The relative cost in dollars and cents is also impossible to compute. Gasoline and oil requirements are equivalent. Aircraft accidents average the same. Salaries of Civil Contract Flying School instructors are generally higher than those of Army Air Force instructors, and the same is true of the salaries of civil contract maintenance personnel. The cost of the initial Army Air Force establishment is much higher than that of the civil school, but that is because it is larger; therefore, this differential must be charged against theintangible factor of the value of the trained technicians and administrative personnel available for other assignments.

7. From the above, it appears that the only possible basis upon which the two types of schools can be compared is the relative efficiency insofar as the ratio of line personnel to aircraft is concerned. Inclosures 1 and 2 outline the military personnel requirements for a Military Basic Flying School and a Military Primary Flying School, each with a student load of 600, and operating 230 BT type and 187 PT type airplanes respectively. It will be noted that an appreciable reduction in requirements in aircraft maintenance personnel would result by the placing of military personnel on the same status as civilians, through the elimination of all military training and extra-curricula activities, such as those necessary for the training of a soldier. It will be further observed that for a Military Basic School of 600 students requiring 1508 enlisted personnel, only 640 are utilized as line personnel. This figure

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could be further reduced to 500 mechanics if the personnel so assigned to this duty were relived from all extra-curricula activities. In the case of Army Air Force Primary schools of 600 student capacity, requiring 1198 enlisted personnel, only 318 are being utilized for the maintenance of aircraft. This figure also may be further reduced to 167, provided personnel assigned to this duty are relieved from all additional duty. For both types of schools, these figures compare favorably with civil install tions. It can thus be readily seen that the difference in requirements for the function of airplane maintenance is not due so much to the category of personnel involved, but rather that military personnel are required to perform an equally important additional duty in order to become available for combat if and when called. Without the military establishment, this could not be accomplished with comparable returns.

8. The Civil Contract Flying Schools have in the past fulfilled, and are currently serving a very valuable purpose. They were established at a time when the Army Air Forces needed bases, supervisory personnel, trained technicians and flying instructors for an immediate expansion. They were an expedient and, as such, have been very successful. However, now that military bases are being vacated, and flying instructors are available, the only justification for their continued existence is the current shortage in trained technicians and administrative officer personnel. As these personnel become available, the last justification disappears.

9. One of the missions of the Post War Air Force should be the maintenance of an M----day striking force. In order that it may have flexibility for rapid expansion, certain bases must be maintained and a reserve of pilots, administrative personnel and technicians must be kept in continuous training in the training establishment. Further, the size of the training establishment required to maintain the Post War Air Force, if it is no larger than indicated in Secret Letter, your Headquarters, subject: "Post War Air Force," dated 22 December 1943, should not exceed five combined primary and basic schools. Since the plan which will be proposed by this Command will include combined primary and basic schools, rather than separate, as at present, the Civil Contract Schools do not adequately fulfill the over-all training mission as presently contemplated.

10. Inasmuch, therefore, as Civil Contract Flying Schools have been a temporary expedient adopted as timely substitutes rather than routine establishments; secondly, due to the interruption of military atmosphere and of training continuity necessitated thereby during a formative stage of officer training; thirdly, because Civil Contract School training is merely partial whereas that of the military installation is total; fourthly, due to the uncertainty of continuously regular labor procurement; and, lastly, based on the urgency of enforcing uniform standards throughtout training, it is recommended that:

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H. AFTRC TO C G AAF, AFACT

a. Non-military schools be not considered in formulating plans for a Post War Air Force.

b. Civil Contract Schools be continued, however, during the present emergency.

For the Commanding General:

DONALD D. HOOVER
Major, Air Corps
Actg Asst Adj Gen

Incls (2)
#1-Per.reqts.for
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#2-Per.reqts.for
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BY AUTHORITY OF
C. G., AFFTC
28 APR 1944 [illegible]
DATE INITIALS

HEADQUARTERS
ARMY AIR FORCES TRAINING COMMAND
FORT WORTH, 2, TEXAS

In reply
refer to:

Tab D
Revised

26 April 1944

IPWAF

MEDICAL SERVICE

Pursuant to directive contained in Secret Letter, Headquarters, Army Air Forces, Subject: "Post War Air Force", signed by Assistant Chief of Air Staff, Training, 12 April 1944, the following is limited to comments relative to the medical service of the Army Air Forces Training Command.

It is assumed from the letter referred to above, that no comment is desired on the source of medical personnel, promotion of personnel or assignment of personnel, although these factors, as well as the total number of medical personnel to be furnished to the total Air Forces must of necessity be taken into consideration when estimating the size of the training establishment as far as training of medical service personnel is concerned.

I. PERSONNEL

1. Requirements

	# Per M Strength			10%*	Total
Medical Officers	3.	or	1016	102	1118
Dental Officers	1.5	"	508	51	559
Med.Adm.Officers	1.	"	338	34	372
Av. Physiologists	.075	"	25	3	28
Av.Psychologists	.075	"	25	3	28
Veterinary Officers	.2	"	68	7	75
Sanitary Officers	.1	"	34	3	37
Warrant Officers	.15	"	51	5	56
Nurses	4.	"	1454	145	1599
Dietitians	.2	"	68	7	75
Physiotherapy Aides	.15	"	51	5	56
Total			3638	365	4003
Enlisted Men, WAC's or Civilians	40.	"	14,540	1454	15,994
Total Medical Service Personnel			18,178	1819	19,997

*To account for those sick 5%, leave 2%, travel 1% and on D.S. attending courses of instruction 2%

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2. Replacements Anually

This subject must be considered dependent upon the number of persons undergoing training. It is presumed that all personnel being sent to the Air Forces medical service from civil life will have to be trained and that a majority of their training will take place within the Training Command. It is assumed that this medical service personnel undergoing training will be carried as students. The numbers shown in column one below will be the replacements needed for the Training Command. The numbers shown in column 2 of the table will be replacements undergoing training as students within the Training Command.

a. Officers

	Training Command	Students	Total
Reserves for 3 yrs. active duty	606	1534	2140
Regulars 17 yrs.Serv.	53	135	188
Regulars 34 yrs.Serv.	27	68	95
Total	686	1737	2423

b. Enlisted

12 Yrs. duty	606	1354	1960
2 Yrs. duty	0	6191	6191
1 Yr. duty	7270	3861	11,131
Total	7876	11,406	19,282

II. HOSPITALIZATION

1. At Basic Training Centers for approximately 6% of the Population.

The BTC hospitals and the Medical & Psychological Examining Units at the BTC's should be staffed with the highest quality medical talent. These hospitals should conform to the high standards of our regional station hospitals and have a staff which is capable of carrying on the necessary teaching of military medicine as well as evaluating the Air Force medical personnel for future assignment. These hospitals should have staffs which could be rotated through the Medical & Psychological Processing Units indiscriminately.

2. For other installations within the Training Command, approximately 3 1/2% of the population.

Experience over a two year period with the flying and technical training under war time conditions, shows that the hospitalization rate is

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3% or less. Therefore, it is recommended that 3 1/2 to 4%, 1 or 2% of which is expansion facilities, would be necessary for other installations of the Training Command.

III. PROCESSING AND EXAMINING UNITS

The processing and examining units which have been so emminently successful in selection of personnel in the present emergency should be continued. A steady flow of personnel in and out of the training system is necessary. This system which has been established within the Training Command for evaluating the aptitudes, the physical and psychiatric condition of the Air Force personnel should not be abandoned but be carried on.

IV. TRAINING

It is assumed that the Air Force Medical Service personnel will be initially assigned to the Training Command for indoctrination and a period of training. The amount given, the type of training and the schedules would be dependent upon the amount of R.C.T.C., C.M.T.C. or basic training the individual had received prior to entering the Service or being assigned to the Air Forces.

1. Officer Personnel (Medical, Dental, Veterinary, Pharmacist,MAC)

a. Initial Training

All of the above class of officers should be required to attend the Air Force Squadron Officers' Course as their first assignment to the Air Forces. This initial four months' course of instruction would be their indoctrination period and would be strictly military in nature, with no medical subjects being taught other than those taught as a part of the regular Squadron Officers' Course.

b. Training at BTC

The above class of officers would be sent to the BTC after completing their initial indoctrination training course at the Squadron Officers' Course. A continuation of their military training with special emphasis on the application of their specialty to the military service, by practical application in actual "on the job" supervision training for eight to 12 months, similiar to residency in Aviation Medicine, depending upon MOS.

2. Medical Service Officers (Physiologists, Psychologists, Sanitary Corps Officers and Officers Procured from Enlisted Personnel.)

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a. After their initial indoctrination, these officers would be sent to the Medical Center and Research Laboratories for a period of indoctrination and instruction in their particular branch. An assignment to the primary basic training for a course of instruction in flying training itself, carrying them through the primary training course, is considered essential for this personnel.

3. Nurses, Dietitians and Physiotherapy Aides

a. This personnel should receive a four months' basic training course at the BTC which would be military in nature and an integral part of the hospital setup at those installations. (Again "on the job training")

b. After the four months of basic training, they should have at least one year at the BTC hospital prior to being assigned to stations throughout the Command.

4. Enlisted Personnel

All enlisted men and/or WAC's should be assigned who have the proper MOS, their initial training to be given at the BTC's. Any subsequent training would be at civilian institutes where such specialized training is part of the regular curriculum.

5. Post Graduate Training

It is not believed that it is to the best advantage of the Service to establish within the Service, specialized schools which teach dentistry, medicine, surgery, pathology, physiology or subjects which are common to all Services and to civil life and normally taught much better with a more efficient staff in specialized civilian universities. It is proposed that the officers of the Medical Service of the Air Forces be required to attend post graduate courses at intervals of not less than three nor more than five years to bring themselves up to date in their specialty. These courses should be set up at the various universities, civilian institutes and colleges with the idea in mind that such professional training would be a part of the regular duty. A sufficient number of vacancies should be available for about 2% of the total Medical Service personnel of the Training Command.

6. Field Training and Air Evacuation

Whether or not this should be carried on as a part of the Medical Service of the Training Command program is questionable. It is probable that all of the field training program could be carried on in the different elements of the Air Forces with the tactical maneuvers, etc. However, it is believed that if the Tactical School becomes part of the Training Command, all medical officers who are contemplated for higher staff duties should be required to attend these courses.

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7. Specialized Training

Attendance at Staff Officers Schools should be in proportion to the number of individuals needed to fill vacancies and limited to senior grades.

b. Aviation Medical Center and Research Laboratories

This installation should be at the Air Academy and part of the Training establishment conducted by the Training establishment and directly under the headquarters of the Training Command or the Air Academy. The population, including students, will be approximately 120 officers and 500 enlisted men. The course of instruction should be so arranged that the last ten weeks of each course for flight Surgeons, aviation physiologists and psychologists will be spent at the primary flying schools where they will receive instruction in flying to complete the primary phase only.

At this installation there should be organized a strong Research organization which is in direct communication with the National Research Council organization and affiliated organizations. These people should have access to all the research records or should be active members of the O.S.R.D., the N.A.C.A. and the N.R.C. in order that the Training Command might be kept abreast of the developments in research fields, especially in methods of teaching, physiology and psychology.

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ALBUM OF STATION INFORMATION

Tabulation of Sections

SECTION I. Station and Location

II. Historical Record

III. Airdrome Facilities

IV. Auxiliary Fields

V. Hangars, Subdepot, Warehouses, Gasoline Facilities, Technical Facilities

VI. Housing Facilities, Recreational and Welfare Facilities

VII. Cities Nearby

VIII. Transportation and Communication

IX. Weather

X. General

XI. Photographs

XII. Sectional Aeronautical Chart

XIII. Uniform Station Map

XIV. Layout Plan - Main Base

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ALBUM OF STATION INFORMATION
Outline of Data to be Prepared.

SECTION I - Station and Location

1. Name of Station City State

   a. Type of Training

2. Location Section Twp Range

   a. Latitude Longitude
   Note: Established to nearest 30".

3. Airport Activities in Addition to Basic Usage.

   a. Navy

   b. Commercial

   c. Other

4. a. Ownership

   b. If main station is leased, in whole or in part, brief description of lease conditions, including:
   (1) Term and renewal basis of term.
   (2) Basis of reversion, if any to owner, including provisions covering buildings and improvements to airdrome.
   (3) Does owner have legal right to deed to Government for:
   (a) Nominal sum.
   (b) Fair appraisal value only.
   (4) Is present owner title considered clear?
   (5) Would property revert to original owners if not continued actively in use as a military air base?

SECTION II - Historical Record

1. Concise historical record of station, including; date construction was started; date of occupancy, date training began; initial type training; subsequent changes in type training, if any; general description of major increases in facilities and equipment.

SECTION III - Airdrome Facilities.

Instructions: The first portion of this section (paragraphs 1, 2, 3, 4) will consist of inclosed Form subject as above. Balance of section will continue as outlined below.

5. Inclose copy of Evaluation of Airfield Pavement Drawing as prepared by the U. S. Engineers' Office, if available, or locally prepared similar plan, size approximately 18" x 22", folded to 8" x 10-1/2".

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6. General

a. Area of total station, acres.

b. Approximate area of airdrome, acres.

c. Type of soil (clay, sandy, etc. - P.R.A. classification, A-1, A-2, etc, if available).

d. Surface development (bare, turfed, or type dust palliative).

e. General nature of terrain (valley or plateau, flat or rolling, direction of natural slope, swampy, etc).

f. Drainage: Artificial Natural Is drainage system considered adequate? If not, state reasons.

g. Is airdrome fenced?
(1) From public Type fence
(2) From balance of station Type fence

h. Does airdrome have boundary markers?
(1) Boundary lights (field outline).

i. Are obstructions on field lighted? Is field adequately obstruction lighted? If not, where needed?

j. Wind indicators: Cone Lighted Tee Lighted
Controlled Free swinging Tetrahedron
Lighted Free swinging Controlled

k. Approach Procedures. Minimum safe initial approach altitude
Final approach leg Direction and altitude of procedure turn Altitude over range, final approach
Bearing (mag.) and distance, station to field
Minimum safe letdown altitude over field Missed approach procedure and remarks Minimum quadrant altitude for 25-mile radius of station (based on 1,000 feet clearance of highest obstruction).

l. Rotating beacon Size
Where mounted (tower or specific building).

SECTION IV - Auxiliary Fields.

1. Summary of auxiliary fields used by station (include landing strips).
Note: For detail data on each auxiliary field, see forms following this summary.

	a.	b	c.	d.	e.	f.	g.
(1) Designation							
(a) Number							
(b) Name							

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(2) Operations (Army, Navy, Joint Military - Civil)
(3) Was field formerly a municipal airport?
(4) Airline distance from main base.
(5) True bearing from main base.
(6) Highway distance to main base.
(7) Type of access road (dirt or all-weather).
(8) Total area, approximate acres.
    (a) Area available for landing, approximate acres
(9) Is property Government-Owned, or leased?
(10) Total estimated Government investment.
    (a) Land
    (b) Airdrome, including runways, grading, sodding, hard surface, etc.
    (c) Buildings and other facilities.
(11) General nature of terrain (valley or plateau, flat or rolling).

h. Brief statement as to possible availability of additional auxiliary field sites.

Instructions: Reference Form "Auxiliary Field Airdrome Facilities", sample inclosed. Following the outline above, a copy of the Form will be included in the Album for each auxiliary field.

SECTION V. - Hangar, Subdepot, Warehouse, Gasoline Storage, Technical Facilities.

1. Warehouses AAF, QM, Commissary, etc., (excluding Ordnance Storage and other special use small warehouses).

	a.	b.	c.	d.
(1) Usage (AAF, QM, etc)				
(2) Type				
(3) Number (list number of same type having same usage)				
(4) Construction				
(5) Size, feet length x width				
(6) Type floor				
(7) Type heating				
(8) Cold storage (temperature - square feet, as 35° - 1500').				
(9) Is railroad siding available at warehouse?				

2. School buildings

	a.	b.	c.	d.
(1) Type				
(2) Number				
(3) Total number classrooms				
(4) Total square feet				
(5) Total rated number students capacity at one time.				
(6) Usage (if special equipment)				

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3. Link training buildings..

   a. Number of buildings.

   b. Total trainer capacity.

   c. Number of buildings air conditioned.

4. Special technical facilities.

   a. Brief outline of pertinent special technical facilities.

5. Description and capacity of laundry, if any.

6. Description and capacity of bakery, if any.

   Instructions: Reference Form "Hangar, Subdepot, Gasoline Storage Facilities", sample inclosed. Following the outline above, a copy of the Form will be included in the Album.

SECTION VI - Housing Facilities, Recreational and Welfare Facilities.

Instructions: The first portion of this section (paragraphs 1, 2) will consist of inclosed Form "Housing Facilities". Balance of section will continue as outlined below.

3. Post recreational and welfare facilities.

	Number	Type	Total Square Ft. Per Type
	a.	b.	c.
(1) Recreation buildings (Type TRB-1, RBET, etc)			
(a)			
(2) Officers club			
(3) E.M. Service clubs			
(a)			
(4) Theatre (give seating capacity with type)			
(a)			
(5) Chapels			
(6) Post Exchange facilities			
(7) List other pertinent special facilities.			

4. Swimming pools (brief outline of number, size and usage; also statement as to general quality and availability of adequate water supply).

5. Brief outline of pertinent recreational facilities not included in list above.

SECTION VII - Cities Nearby

Note: List pertinent towns or cities near station (if nearby communities are small include in addition items below indicated by an * for most available city of approximately 20,000 or more population).

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	a.	b.	c.
(1)	Name *		
(2)	Population *		
(3)	Approximate % white population		
(4)	Airline distance from center of city to station		
(5)	Direction *		
(6)	Highway distance, miles *		
(7)	Transportation to city (bus, RR, taxi, streetcar, etc.)*		
(8)	Probable attitude of citizens toward utilization of station as permanent base (favorable, indifferent, unfavorable).		
(9)	General recreational facilities available in city (good, fair, poor).		
(10)	Is same community used as recreational center for some other Army or Navy station?		
(11)	Has any local ordinance been initiated or adopted to govern construction in approach zones surrounding station (where pertinent)?		

SECTION VIII - Transportation and Communication.

1. Railroads (name, distance and direction from station).

   a. Siding at station (Yes or no) Nearest siding (Capacity, road, distance to station)

   b. Address for L.C.L. shipment.

2. Main highways, (highway numbers, type, distance and direction from station).

3. A.A.C.S. Station.

   a. Ground lines: Teletype Telegraph

   b. Number of telephone circuits (trunk lines) to field.

   c. Location and distance to Commercial Exchange (town - miles).

   d. Number of circuits installed on field.

4. Radio facilities.

   a. Approach control handled through station.

   b. Airport localizer (Yes or No) Is voice available on same frequency? Operating power?

   c. Instrument landing system Type Localizer (Yes or no) Inner marker (Yes or no) Outer-marker distance to inner marker (feet) Boundary marker (Yes or no) Glide path (yes or no)

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d. Radio range (CAA-Army-Other) Type (SRL-MRL,etc)
Voice communication (Yes or no)

e. Non-directional radio beacon (homing) (CAA-Army-Other)
Type (H-MH, etc). Voice communication (Yes or no)

f. Low-power fan marker (Yes or no).

g. Airways communication station (Yes or no).

h. Commercial radio facilities (Airline, broadcasting, stations, or other).

Operated by	Frequencies	Guards	Hours Operated	Towers to Field Dist. & Dir.

SECTION IX - Weather.

1. Weather-reporting service at airports (Yes or no).

Type of Station

Note: Type of Weather Bureau station is to be determined by use of the following coded designations:

W-1 First-Order station manned by Weather Bureau commissioned personnel. Open twenty-four hours per day.
W-2 Second-Order station manned by airway observation personnel (non-commissioned). Renders reports at scheduled times throughout the day.
P Pilot balloon observations are taken at the station.
R Radiosonde observations are taken at the station.
Coop Observations furnished by an agency cooperating with the Bureau (Airlines, etc.)
C Reports rendered each hour by CAA personnel.
Example Type Station W-1-P-R
Army and Navy stations to be reported by appropriate Army- or Navy- type designation.

2. Weather teletype (Yes or no) Hours of operation
Operated by (CAA-Army-Navy)

3. Weather data since station in operation.

a. Rainfall by months inches.

b. Fog conditions by months day night.

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c. Flying hours lost by months due to fog, rain, snow, ice.

d. Snowfall by months.

e. Frequency of damaging hailstorms or hurricanes.

f. Minimum, mean and maximum temperatures by months.

4. Wind Rose Data(% direction of winds)

N	NE	E	SE	S	SW	W	NW

SECTION X - General.

1. Main station (including airdrome).

a. Entire property area, acres.

b. Shape (irregular, square, etc).

c. Dimensions of boundaries (maximum length by maximum width, approximate feet).

d. Brief description of building area landscape (grassed, bare, treed, requires watering, etc).

e. Is building area fenced from public? Type fence?

f. General nature of terrain throughout local flying area (reference hazard to forced landings).

g. Are roadways in building area considered adequate? Type surfacing?

h. Are physical training or drill areas considered adequate? Type surface (sod, paved)?

i. Electric power - available Distance to nearest source (miles) Line capacity in KW Voltage Frequency Phase.
(1) Standby power (type-use-capacity)

2. Estimated Government investment.

	Main Station a.	Total of Aux. Fields b.
(1) Land		
(2) All buildings, facilities, streets, utilities, including hangars, etc.		
(3) Airdrome, including parking apron, runways, taxiways, drainage, grading, clearance, etc. of airdrome proper.		

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(4) Total of above.
(5) If property is leased, estimate approximate cost of acquiring in fee.
(6) Estimated total approximate cost of obtaining standard end zone and glide angle clearances to (40/1 or 30/1 ratio) if considered practicable.

3. Hospital facilities on station.

a. Total bed capacity, normal - expansion.

b. Type buildings (mobilization or permanent).
(1) Quality of construction.

c. Brief outline of capacity, adequacy and pertinent special features desirable or undesirable for retention.

4. Station environmental location features.

a. Brief outline of items favorable or unfavorable to location, such as prevalance of particular diseases (malaria, coccidioidomycosis, rheumatic fever, venereal diseases, etc.).

b. Brief outline as to local availability of fresh vegetables, fruits and dairy products.

c. Brief statement as to climatic conditions reference to need of air conditioning or mechanical ventilation or evaporative cooling. Also length of season heating is required.

5. Miscellaneous station information.

a. Brief outline of additional information considered pertinent. Include description, acreage, investment in bombing or gunnery ranges, and other property not previously covered.

SECTION XI - Photographs (size 8" x 10").

1. Include the following aerial photographs, if prints can be made from negatives now available. New aerial negatives will not be made.

a. For main base.
(1) Oblique of building area.
(2) Oblique or vertical of total property area.

b. Oblique of each auxiliary field.

2. Include the following ground photographs.

a. One each of each type hangar.

b. One each of typical:
(1) Officers quarters.
(2) Cadet quarters.
(3) Enlisted Mens' barracks.

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(4) Civilian War Housing Unit.
Note: If more than one type of construction in general use for above facilities, furnish photograph of each typical type.

SECTION XII - Sectional Aeronautical Chart.

1. Showing location of main and auxiliary fields and training area boundaries (where applicable).

Note: To be folded to 8" x 10½" size.

SECTION XIII - Uniform Station Location Map.

1. Showing location of station, auxiliary fields, ranges, wind rose, etc. Size approximately 16" x 18", as reproduced by Headquarters AAFTC from original by Flying or Technical Training Command.

Note: Three copies of map for station will be supplied by this Headquarters.

SECTION XIV. - Layout Plan - Main Base.

1. Of type commonly furnished by Corps of Engineers. Size 20" x 24" approximately. One or more sheets showing building area, building index or identification and airdrome.

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(Station) (Town) (State)

(Flying-Technical Training Command) (Type Training)

AIRDROME FACILITIES

1. Runways:

	a.	b.	c.	d.	e.	f.	g.	h.
(1) Direction (N/S,etc)								
(2) Length								
(3) Width of Runway Proper								
(4) Surface								
(5) Strength (Grossload - Use Evaluation of Air Field Pavement Drawing Figures, Where Available)								
(a) Capacity Operation								
(b) Limited Operation								
(6) Condition								
(7) Total Additional Width Paved or Stabilized Shoulders								
(a) Width								
(b) Strength Lim. Oper.								
(8) Length End Zone (Under "End-Length" Indicate as Follows N-950', S-800'								
(a) End-Length								
(b) End-Length								
(9) Total Width End Zone								
(a) End-Width								
(b) End-Width								
(10) Ratio Cleared Glide Angle (Under "End-Ratio" Indicate as Follows N-30/1, S-40/1)								
(a) End-Ratio								
(b) End-Ratio								
(11) Total Estimated Cost of Obtaining Standard End Zone Clearance and 30/1 Glide Angle								
(12) Same as (11) for 40/1 Glide Angle								

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(Flying Technical Training Command) (Type Training)

AIRDROME FACILITIES

1. Runways:

	a.	b.	c.	d.	e.	f.	g.	h.
(1) Direction (N/S,etc)								
(2) Length								
(3) Width of Runway Proper								
(4) Surface								
(5) Strength (Grossload - Use Evaluation of Air Field Pavement Drawing Figures, Where Available)								
(a) Capacity Operation								
(b) Limited Operation								
(6) Condition								
(7) Total Additional Width Paved or Stabilized Shoulders								
(a) Width								
(b) Strength Lim. Oper.								
(8) Length End Zone (Under "End-Length" Indicate as Follows N-950', S-800'								
(a) End-Length								
(b) End-Length								
(9) Total Width End Zone								
(a) End-Width								
(b) End-Width								
(10) Ratio Cleared Glide Angle (Under "End-Ratio" Indicate as Follows N-30/1, S-40/1)								
(a) End-Ratio								
(b) End-Ratio								
(11) Total Estimated Cost of Obtaining Standard End Zone Clearance and 30/1 Glide Angle								
(12) Same as (11) for 40/1 Glide Angle								
(13) Total Estimated Acres of Land Additional Required for (11) Above								
(14) Same as (13) for (12) Above								
(15) Can Field be Expanded Economically at the Individual Runways? (Yes or No)								
(16) If Yes, Show Approximate Total Final Length of Runway (Not to Exceed 10,000 Feet)								
(17) If Approach Lights are Installed, Indicate for Which End of Runway, or Both Ends								
(18) Runway Lights, Indicate if Permanent or Portable B-2 Type (Temporary or Semi-Permanent)								
(19) Flush or Cone Type Lights?								
(20) Camouflaged (Yes or No)								
21) Maximum Grade %								

2. Parking Apron:

a. Total square yards_____ Material_____ Strength_____ Tie-down rings?_____
b. Apron lighting: Floodlights_____ Stationary_____ Mobile_____
c. Electric outlets_____ Location: In apron_____ Edge of apron_____

3. Taxiways:

Total Lineal Feet	Width	Material	Strength

.. Elevation Above Sea Level: (Highest Point on Usable Landing Area): _____

_____ Post Engineer

_____ Commanding Officer

_____ Training Command

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(Station) (Town) (State)

(Flying-Technical Training Command) (Type Training)

AUXILIARY FIELD AIRDROME FACILITIES
(Use Separate Sheet for Each Auxiliary Field).

(Name or Number of Auxiliary) (Parent Station)

1. RUNWAYS:

	a.	b.	c.	d.	e.	f.
(1) DIRECTION (N/S,etc.)						
(2) LENGTH						
(3) WIDTH OF RUNWAY PROPER						
(4) SURFACE						
(5) STRENGTH (CAPACITY OPERATION)						
(6) LENGTH END ZONE (Show length of shorter end zone only)						
(7) RATIO, CLEARED GLIDE ANGLE (Show steeper angle limiting runway as a whole)						
(8) RUNWAY LIGHTS, INDICATE IF PERMANENT OR PORTABLE B-2 TYPE (Temporary or Semi-Permanent)						
(9) MAXIMUM GRADE %						

2. APRON: SQUARE YARDS _____ MATERIAL _____ STRENGTH _____

3. TAXIWAYS:

TOTAL LINEAL FEET	WIDTH	MATERIAL	STRENGTH

4. MATS:

SIZE, FEET	SHAPE	TOTAL SQUARE YARDS	STRENGTH	MATERIAL

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AUXILIARY FIELD AIRDROME FACILITIES
(Use Separate Sheet for Each Auxiliary Field).

(Name or Number of Auxiliary) _____ (Parent Station) _____

1. RUNWAYS:

	a.	b.	c.	d.	e.	f.
(1) DIRECTION (N/S,etc.)						
(2) LENGTH						
(3) WIDTH OF RUNWAY PROPER						
(4) SURFACE						
(5) STRENGTH (CAPACITY OPERATION)						
(6) LENGTH END ZONE (Show length of shorter end zone only)						
(7) RATIO, CLEARED GLIDE ANGLE (Show steeper angle limiting runway as a whole)						
(8) RUNWAY LIGHTS, INDICATE IF PERMANENT OR PORTABLE B-2 TYPE (Temporary or Semi-Permanent)						
(9) MAXIMUM GRADE %						

2. APRON: SQUARE YARDS _____ MATERIAL _____ STRENGTH _____

3. TAXIWAYS:

TOTAL LINEAL FEET	WIDTH	MATERIAL	STRENGTH

4. MATS:

SIZE, FEET	SHAPE	TOTAL SQUARE YARDS	STRENGTH	MATERIAL

5. ALL-OVER FIELD: _____ SIZE, FEET, APPROXIMATE _____ SURFACE _____
   a. USABLE IN WET WEATHER? _____
   b. MAXIMUM GRADE IN LANDING AREA % _____
   c. AIRPLANE TAXYING VISIBILITY IN LANDING AREA BASED ON GROUND CONTOUR _____
   d. RATIO OF CLEARED GLIDE ANGLE (Controlling Angle for Field) _____

6. BUILDINGS AND OTHER FACILITIES AT FIELD (Itemize) _____
   a. GASOLINE AND OIL STORAGE (Itemize by Type and Capacity) _____
   b. IS ELECTRIC SERVICE AVAILABLE? (Commercial or Portable Generator) _____
   c. TYPE OF ACCESS ROAD (Dirt or All Weather) _____
   d. HIGHWAY DISTANCE TO MAIN BASE. _____

Post Engineer _____ Commanding Officer _____ Training Command _____

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(Station) (Town) (State)

(Flying-Technical Training Command) (Type Training)

HANGAR, SUBDEPOT, GASOLINE STORAGE FACILITIES

7. HANGARS (Line, Production Line Maintenance, SubDepot and Bomb Trainer)

	a.	b.	c.	d.	e.	f.
(1) USAGE (Line, PLM, SD, BT)						
(2) TYPE (OBH-2, DH-1, etc)						
(3) NUMBER (List number of same type having same usage)						
(4) CONSTRUCTION (Steel, wood, etc)						
(5) DOOR OPENING WIDTH						
(6) DOOR OPENING HEIGHT						
(7) TYPE FLOOR (Concrete, etc)						
(8) TYPE HEATING						
(9) MAXIMUM INSIDE DIMENSIONS AVAILABLE FOR AIRPLANES, FEET LENGTH X WIDTH						
(a) IF PLM TYPE BUILDING OR HANGAR WITH DOUBLE LANE AND LEANTO SPACE IN CENTER, SHOW NUMBER OF LANES WITH WIDTH AND LENGTH OF ONE LANE (Example: 2-60' x 120')						
(10) TOTAL SQUARE FEET OF FLOOR SPACE IN LEANTOS PER TYPE OF HANGAR (Include 2d story of leanto, if any).						

8. BASE ENGINEERING SHOP, NUMBER____ TYPE_____ CONSTRUCTION_____ TOTAL AREA, SQUARE FEET_____

9. GASOLINE STORAGE FACILITIES (Airplane Fuel) AT STATION

	a.	b.	c.	d.	e. TOTAL
(1) OCTANE					
(2) TYPE (Aqua System, etc)					
(3) OVERHEAD OR UNDERGROUND					

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7. HANGARS (Line, Production Line Maintenance, SubDepot and Bomb Trainer)

	a.	b.	c.	d.	e.	f.
(1) USAGE (Line, PLM, SD, BT)						
(2) TYPE (OBH-2, DH-1, etc)						
(3) NUMBER (List number of same type having same usage)						
(4) CONSTRUCTION (Steel, wood, etc)						
(5) DOOR OPENING WIDTH						
(6) DOOR OPENING HEIGHT						
(7) TYPE FLOOR (Concrete, etc)						
(8) TYPE HEATING						
(9) MAXIMUM INSIDE DIMENSIONS AVAILABLE FOR AIRPLANES, FEET LENGTH X WIDTH						
(a) IF PLM TYPE BUILDING OR HANGAR WITH DOUBLE LANE AND LEANTO SPACE IN CENTER, SHOW NUMBER OF LANES WITH WIDTH AND LENGTH OF ONE LANE (Example: 2-60' x 120')						
(10) TOTAL SQUARE FEET OF FLOOR SPACE IN LEANTOS PER TYPE OF HANGAR (Include 2d story of leanto, if any).						

8. BASE ENGINEERING SHOP. NUMBER____ TYPE_____ CONSTRUCTION_____ TOTAL AREA, SQUARE FEET_____

9. GASOLINE STORAGE FACILITIES (Airplane Fuel) AT STATION

	a.	b.	c.	d.	e. TOTAL
(1) OCTANE					
(2) TYPE (Aqua System, etc)					
(3) OVERHEAD OR UNDERGROUND					
(4) CAPACITY, GALLONS					
(5) SUPPLIED BY (RR, Pipe line, truck, barge)					

10. GASOLINE IN VICINITY (Airplane Fuel)

a. APPROXIMATE QUANTITY_____ OCTANE_____ DISTANCE FROM STATION_____
b. APPROXIMATE QUANTITY_____ OCTANE_____ DISTANCE FROM STATION_____

11. OIL STORAGE FACILITIES (Airplane Oil-Tank Storage)

a. AT STATION
(1) TOTAL GALLONS_____ TYPE STORAGE_____
(2) TOTAL GALLONS_____ TYPE STORAGE_____
b. OIL IN VICINITY
(1) TOTAL GALLONS, APPROXIMATE_____ TYPE OIL_____
(2) TOTAL GALLONS, APPROXIMATE_____ TYPE OIL_____

Post Engineer | Commanding Officer | Training Command

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(Flying-Technical Training Command) (Type Training)

HOUSING FACILITIES

1. AUTHORIZED AND EXISTING CAPACITY OF HOUSING FACILITIES

NOTE: Under type for each class, show permanent, mobilization or T/O predominant.
Under building surface, show asbestos shingle, stucco, wood siding, etc., predominant.
Under heating, show steam, hot air, coal stoves, individual gas heaters, etc.

	HOUSING CAPACITY				MESSING CAPACITY (SEATING-COOKING)		
	a.	b.	c.	d.	e.	f.	g.
	Sq.Ft.Basis	White	Colored	Total	White	Colored	Total
(1) OFFICERS & WO'S							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(2) CADETS OR STUDENT OFFICERS							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(3) WAC OFFICERS							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(4) NURSES							
(a) TYPE							

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(Flying-Technical Training Command)

HOUSING FACILITIES

1. AUTHORIZED AND EXISTING CAPACITY OF HOUSING FACILITIES

NOTE: Under type for each class, show permanent, mobilization or T/O predominant.
Under building surface, show asbestos shingle, stucco, wood siding, etc., predominant.
Under heating, show steam, hot air, coal stoves, individual gas heaters, etc.

	HOUSING CAPACITY				MESSING CAPACITY (SEATING-COOKING)		
	a. Sq.Ft.Basis	b. White	c. Colored	d. Total	e. White	f. Colored	g. Total
(1) OFFICERS & WO'S							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(2) CADETS OR STUDENT OFFICERS							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(3) WAC OFFICERS							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(4) NURSES							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(5) ENLISTED MEN							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							
(6) WAC ENLISTED							
(a) TYPE							
(b) BUILDING SURFACE							
(c) HEATING							

2. CIVILIAN WAR HOUSING UNITS (If under jurisdiction of War Department and if on Post or Adjacent to Post).

	a. Number of Units	b. Type Units	c. Outside Surface	d. On Post or Adjacent
(1) Dormitory				
(2) Bedroom Apartment				
(3) Bedroom Apartment				
(4) Bedroom Apartment				
(5) Bedroom Houses				
(6) Bedroom Houses				
(7) Bedroom Houses				

Post Engineer

Commanding Officer

Training Command

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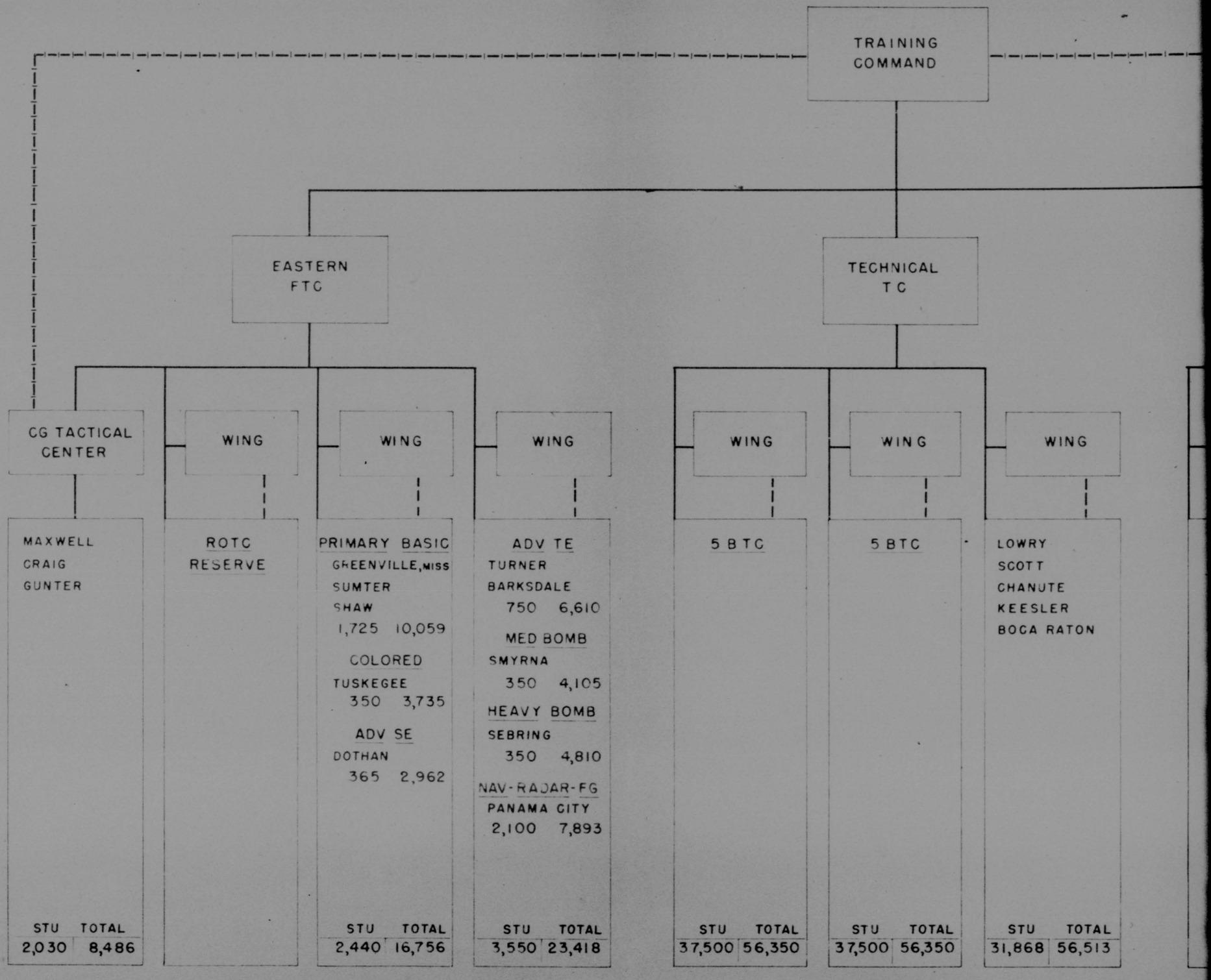
SECRET

INITIAL POST WAR AIR FORCE
PROPOSED ORGANIZATION TRAINING COMMAND



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SECRET

BY AUTHORITY OF
C. G., AFFTC
28 APR 1944 [illegible]
DATE INITIALS

INITIAL POST WAR AIR FORCE
PROPOSED ORGANIZATION TRAINING COMMAND

TRAINING COMMAND

TECHNICAL TC

WESTERN FTC

WING — ADV TE
TURNER
BARKSDALE
750 6,610
MED BOMB
SMYRNA
350 4,105
HEAVY BOMB
SEBRING
350 4,810
NAV-RADAR-FG
PANAMA CITY
2,100 7,893

STU	TOTAL
3,550	23,418

WING — 5 BTC

STU	TOTAL
37,500	56,350

WING — 5 BTC

STU	TOTAL
37,500	56,350

WING
LOWRY
SCOTT
CHANUTE
KEESLER
BOCA RATON

STU	TOTAL
31,868	56,513

WING — ROTC
RESERVE

WING — PRIMARY BASIC
LUKE
GOODFELLOW
WACO
1,725 10,059
PREFLIGHT
SAACC
1,500 3,230
ADV SE
PERRIN
365 2,962
FIGHTER
FOSTER
480 4,560

STU	TOTAL
4,070	20,811

WING — ADV TE
LUBBOCK
DAVIS MONTHAN
750 6,610
MED BOMB
ALBUQUERQUE
350 4,105
HEAVY BOMB
ELLINGTON
350 4,810
GUNNERY
HARLINGEN
1,500 5,686
BOMBARDIER
ROSWELL
1,050 7,283

STU	TOTAL
4,000	28,494

AIR ACADEMY

STU	TOTAL
2,300	5,416

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AFTRC
20 APRIL 44

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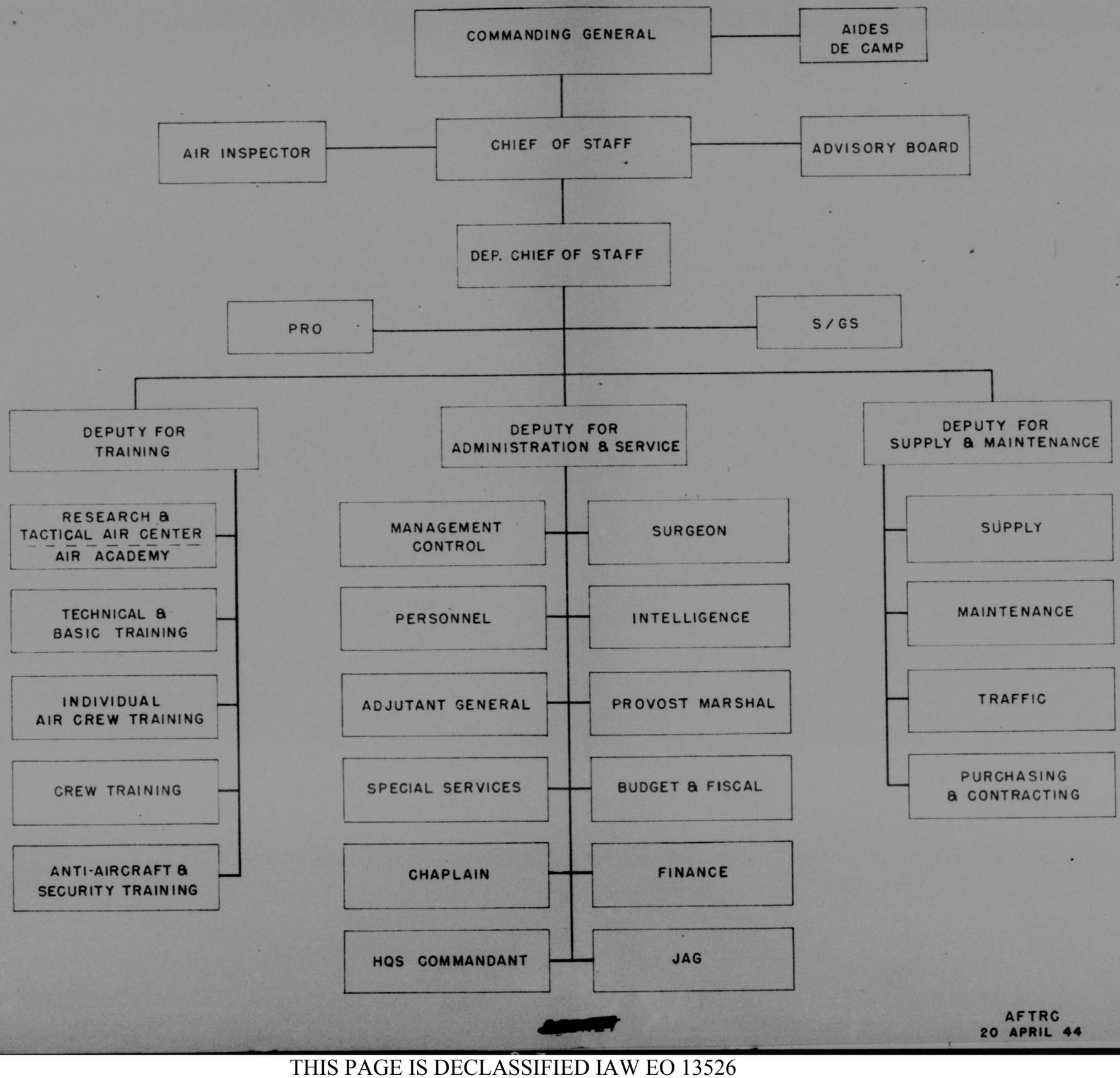
BY AUTHORITY OF
C. G., AFFTC
28 APR 1944
DATE INITIALS

INITIAL POST WAR AIR FORCE
PROPOSED ORGANIZATION HEADQUARTERS TRAINING COMMAND



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HEADQUARTERS
AIR FORCES TRAINING COMMAND

ROUGH DRAFT

28 Jan 44

SUBJECT: Initial Post War Air Force.

TO: Commanding General, Army Air Forces, Washington 25, D.C.
Attn: Asst. Chief Air Staff, Training.

1. This training plan is submitted as directed in secret letter your headquarters, AFACT-1A, 22 December 1943, subject "Post War Air Force", and as amended by secret letter your headquarters 22 January 1944, same subject.

2. The ground rules used in the preparation of this plan either as given by your headquarters or revised or assumed by this headquarters are as follows:

a. The Post War Air Force will be activated at complete strength six months after the cessation of hostilities in such a manner that the training program will start to function immediately and the production of the training program will replace personnel lost to the Air Forces at the anticipated stabilized turnover rate.

b. A peacetime universal service law will be passed requiring all physically qualified males to serve a minimum of one year in enlisted status or 3 years as an officer in one of the military forces.

c. Inductees under the universal service law will be given foreign service only upon volunteering to serve for 2 years instead of one.

d. Qualified personnel will be permitted to enlist before called for induction under the universal service law but the initial enlistment will be for one year for domestic service and 2 years for foreign service. All inductees and first term enlistees will be in the active enlisted reserve which will comprise 50 percent of the enlisted strength ofthe Air Forces. The active enlisted reserve will be comprised of 40 percent serving one year and 60 percent serving 2 years.

e. The enlisted strength of the regular Army will be made up of personnel volunteering for 3 year enlistment after satisfactory completion of a term of service. All warrant officers will be procured from regular Army enlisted personnel having completed one or more 3 year enlistments.

f. The officer strength will be composed of 50 percent regular Army and 50 percent reserve serving for 3 years.

g. The distribution of officer grades, the minimum time required in each grade and the maximum years of service allowed before promotion to each grade or forced separation from the active service will be

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such as to insure the selection and early promotion of the most competent officers and prevent stagnation.

h. The universal service law will provide deferment to students of accredited colleges who have volunteered for duty with the military forces after completion of college and the accompanying ROTC courses. This duty would involve one year in enlisted status or 3 years as an officer.

i. Officer personnel will be procured and trained from an Air Academy producing regular Army personnel and from accredited ROTC colleges, aviation cadet and officer candidate schools producing reserve officers.

j. Flight officers may be substituted for rated second lieutenants.

k. Only rated personnel will be eligible for Command of Air Force Stations and tactical units. A survey of the chart showing the Military Occupational Specialties prepared by your headquarters indicates that a ratio of rated to non-rated personnel of approximately 1 to 1, exclusive of the Anti Aircraft Command, is desirable instead of 1 to 2 as indicated in the chart. This training plan is therefore based upon 50 percent of the replacements being trained as rated officers exclusive of those trained for the Anti Aircraft Command.

l. The study of the chart showing Military Occupational Specialties also indicates that approximately 20 percent of the officer personnel should receive technical specialty training.

m. The training plan is based upon furnishing replacements for the following Air Force:

	Off. & Flight Off.		W/O	EM	
	Regular	Reserve	Regular	Regular	Reserve
Tactical Air Forces	31,500	31,500	1,900	230,000	230,000
Anti Aircraft Command	5,000	5,000	300	65,000	65,000
Air Transport Command	1,500	1,500	100	10,000	10,000
Training Command	9,000	9,000	500	70,000	70,000
	47,000	47,000	2,800	375,000	375,000

It is assumed that 25 percent of regular Army enlisted men will reenlist upon expiration of their tour of duty, that 40 percent of active enlisted reserve will be on duty for one year and 60 percent of the active

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enlisted reserve on duty for 2 years.

n. All enlisted men accepted for their first term of service will be given basic training for 75 days. Only regular Army enlisted men will be given technical training.

o. The training for the Navy and Army will be considered as an overload on the training for the Air Forces equal to 20 percent of the training of all rated personnel and 20 percent of the enlisted personnel being trained in technical subjects relating directly to the maintenance and operation of aircraft.

p. The Air Forces will be required to accomplish all training of its own personnel.

q. A program for the continued training of regular Army officers will be prepared providing for a Squadron Officers School, Tactical Officers School and an Advanced Officers School preparatory to a Combined Services War College which it is anticipated will be operated under the direct supervision of the War Department.

r. All personnel honorably discharged from the active service will be placed in an inactive reserve and required to maintain their proficiency for a period of ( ) years. A program will be prepared for the continued training of this personnel on inactive reserve status.

s. Central Instructors Schools should be maintained by the Training Command to insure uniform instruction and develop methods of teaching in the various types of training specialties. These schools may be separate institutions or operate in conjunction with schools teaching allied subjects.

t. The location of stations tentatively selected to accomplish the complete program of the Training Command will be determined by the following:

(1) A relatively compact training establishment is considered desirable.
(2) If possible stations should be selected outside the Eastern and Western Defense Zones.
(3) Permanent stations or stations with facilities requiring the smallest amount of upkeep should be given first consideration.
(4) Training establishments should be of a size to operate at maximum efficiency.

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u. Negro training will be required and facilities will be provided for basic training and technical training and one flight school.

v. All stations will be designed for a student population to operate at a maximum efficiency, but a 10 percent overload can be added if necessary for the training of foreign nationals.

w. Facilities will be provided for the training of Womens Air Corps personnel.

3. The personnel required for the proper operation of the proposed Training Command stations and the accomplishment of the training does not agree with the number as given by your headquarters and as noted in paragraph 2m above. The estimated number of personnel required with the estimated number in training at one time is as follows:

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Training Command					
Number in Basic Training					
Number in Ground Training					
Number in Rated Training					

The training requirements have not been revised due to the difference in the amount of Training Command personnel from the originally assumed figures inasmuch as it is the understanding of this Headquarters that all of the strengths given are tenative and that changes may be made in the strengths of other commands or the Air Forces which would compensate for the difference in Training Command personnel.

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AIR FORCES TRAINING COMMAND

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h. The universal service law will provide deferment to students of accredited colleges who have volunteered for duty with the military forces after completion of college and the accompanying ROTC courses. This duty would involve one year in enlisted status or 3 years as an officer.

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HEADQUARTERS
AIR FORCES TRAINING COMMAND

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11-3-3 COMMENTS - IPWAF - AC/AS-PERSONNEL

11-3-3

Responsible Officer

145.081A-15
15 Apr 1948

AFAEP
POST WAR DIVISION
RM. 3D130
EXT. 74024

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11-3-3 COMMENTS - IPWAF - AC/AS-PERSONNEL

11-3-3

Responsible Officer E Berg

2-2141-76

MICROFILMED

AFAEP

POST WAR DIVISION

RM. 3D130

EXT. 74024

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INDEX

1. Preliminary Study of 14 Feb 44 by AC/AS, Plans with regard to IPWAF

2. Personnel Policies for IPWAF - 8 Mar 44

3. Personnel Policies for IPWAF - 15 Apr 44

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Personnel Policies for Initial Post War Air Force

TO: Asst C/AS, Plans

DATE 15 Apr 44

FROM: Asst C/AS, Personnel

COMMENT NO. 2
GAP/ps/2220

The attached study has been prepared in response to the request of 8 March 1944 from your office.

1 Incl
#1 - withdrawn
#2 - added--Comments on IPWAF

J. M. EVANS
Major General, U. S. Army

SECRET

AFAEP-PWD FILE

PAGE 2

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Personnel Policies for Initial Post War Air Force

Asst C/AS, Plans

Asst C/AS, Personnel

15 Apr 44

2

GAP/ps/2220

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

(2) 511270

SUBJECT: Personnel Policies For Initial Post-War Air Force.

TO: AC/AS, Personnel.

DATE MAR 8 1944

FROM: AC/AS, Plans.

COMMENT NO. 1

JCT/lay/~~3079~~ (527)

1. Reference is made to Memorandum for Chief of Air Staff, dated 25 February 1944, from Commanding General, Army Air Forces, and to the study "Initial Post War Air Force", a copy of which, less Enclosures "D" and "E", is attached hereto.

2. It is requested that you prepare and forward to this office by 15 April 1944 the specific studies listed in Paragraph 2 h., Section IV, of the Enclosure together with such other studies as you consider pertinent.

3. Considerable thought has been given to this subject by a planning committee of the Training Command. The findings and recommendations of this committee are contained in the Training Command Report under Enclosure "C" of the "IPWAF" study.

R. C. Moffat.

R. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Divn.

1 Encl.
Memo for C/AS
& IPWAF Study
w/Encls.

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Comments
on Preliminary Study of 14 Feb 1944
by AC/AS, Plans, with regard to

INITIAL POST WAR AIR FORCE

I. Statement of the Problem

1. The magnitude of the planned Post War Air Force will require expenditures of size difficult, if not impossible, to impose upon the American public in peace time. Such expenditures cannot be justified solely on the basis of defense against attack. They can be justified only on the basis of preventing future wars of aggression before they start. There is economic justification for large annual expenditure of money, manpower and human lives, providing such annual expenditures prevent war and total less than the cost of a world war in each generation. Therefore, as a practical approach to the problem this office offers the following comments which are believed pertinent to any post war planning. These have been considered in preparing the specific studies allocated to this office.

II. Assumptions

2. a (3) That the "supporting of International obligations" should revolve around the policing of world peace by air power, the responsibility for which would be apportioned among peace-abiding nations by the allocation of zones of air coverage.

2. c That policing by air power should include the maintenance of adequate Air Forces or Air Bases and Satellite Fields strategically located globally, so that any forbidden production of war implements by aggressor nations could, even in peace time, be bombed to destruction if considered necessary by an International Control Authority.

2. d That effective air policing should include not only the strategic deployment of adequate Air Forces, but also Air Forces control of international commercial air routes to the extent required for constant global military alertness.

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III. Discussion

5. b "Readiness to thwart an incipient attack before it has the opportunity to develop" should comprise not only the maintenance of strategically located Air Bases, but also Air Forces control of air routes and air traffic, within allocated zones of air coverage, at least to the following extent:

(1) Supervision of Air Ports of Entry and air base facilities along international air routes.

(2) Operation of communications and weather systems along international routes.

(3) Clearance of traffic along international air routes.

This control is necessary not only as a preventive measure, but also for immediate conversion to military use in the event of hostilities.

5. c The control of air bases and air routes, as outlined in 5 b, should be accomplished with military personnel.

6. The planned composition and deployment of the Air Forces would seem to be well suited for policing world peace by air power in a zone of air coverage appropriate to the defense of this Country.

7. a b c (1) Exception is taken to the suggested organization for streamlining the Army Air Forces. Despite the comment "Considerable improvement in efficiency, mobility, and economy has resulted wherever the three deputy system has been tested in application," it is not apparent where this plan has been extensively tested. Much may be said for the traditional staff organization with G-1, G-2, G-3, G-4, and an Operations Division, for this gives representation to each of the major policy functioning groups at each echelon level. Moreover, if this type of organization is to be continued in the Ground Forces and/or Service Forces, there would seem to be some advantage in having all four bureaus, or at least the three armed services, of the composite War Department function with a common pattern of staff operation.

7. a b c (2) Moreover in the proposed organization, the division of functions of the Air Staff working directly under three deputies introduces another level in the chain of command. As the duties of the deputies are depicted on chart #2, they concentrate the reporting of the several Assistant Chiefs of Air Staff in three deputies and, in turn, these deputies report to the Chief of Air Staff. Thus in effect, the deputies are the real Assistant Chiefs of Air Staff and the current Assistant Chiefs are

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demoted to the division head level without direct contact with the Chief of Air Staff.

7. a b c (3) Another criticism of this three deputy system is that it relegates the Chief of Personnel to the level of a specialized department head. The mission of any military force is accomplished primarily by men, with a plan of operation, and with materials to do the work. The selection of personnel, its training, and the integration of human and morale factors are co-important to operating and supply factors. Demoting the Chief of Personnel to the department head level implies that the personnel operation is performed within a restricted area, as is the functioning of such specialists as doctors, lawyers, inspectors, provost marshals. This is not so because personnel policy and operation is inherent to every phase of military command and performance.

7. a b c (4) The current organization of the AAF appears more purposeful to AAF needs than either of the above. If six Air Staff functions are too much for one Chief of Staff to handle, deputies can, as they do now, be appointed to act for the Chief of Staff, but not assume the responsibilities of a staff specialist.

7. a b c (5) It is believed that some changes would be advantageous, such as the reestablishment of the Air Adjutant General as a Special Staff officer to assume the appropriate functions of an Adjutant General. Manpower control and personnel management are properly personnel functions and should be assigned accordingly.

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IV. 2. h (1) Pay, including longevity, flying, retirement, disability, separation, etc.

Officer Personnel

It is considered that, in the main, present policies with respect to pay, including longevity, retirement and disability, are adequate. It is recommended that flight pay for pilots, bombardiers, and navigators remain at regular pay plus 50 per cent. Proposed policy with respect to separation is outlined in Section IV. 2. h (3).

Enlisted Personnel

If the enlisted grades presently authorized are retained, sufficient rank and pay will be available to attract competent enlisted personnel. The adequacy of longevity pay is also related to grade distribution and if enough of the higher ratings are not available, some supplementary device, such as, the Air Mechanics pay prevalent before the war will have to be resorted to in order to hold essential skilled technicians. Flying pay should be retained. More liberal provisions for disability pay, and eligibility for retirement with pay prior to thirty years of service, need to be provided. Disability benefits usually are too small to care for the family of a disabled soldier. Prior to the war, too often station commanders and doctors retained enlisted personnel who were either sufficiently disabled to warrant discharge, or who were so slowed by age or inaptness that it would have benefitted the service to discharge them although short of the thirty years service required for retirement, but out of consideration for the man's family nothing was done.

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IV. 2. h (2) Promotion, forced attrition and means to avoid stagnation in promotion and to insure the essential youthfulness necessary in combat and other echelons.

Officer Personnel

1. Policies pertaining to promotion of officers are so closely related to, and to a great extent governed by, other policies such as pay, longevity pay, selection in, up and out and retirement, that promotion must be considered after these policies have been generally established.

2. In order to avoid stagnation in promotion, it is necessary to establish procedures which will allow for automatic promotions, upon completion of a predetermined number of years of service, by the creation of vacancies in each grade. Since it is normally impracticable to estimate an exact rate of attrition, it becomes necessary to force attrition in one or all of the officer grades.

3. In order to insure the essential youthfulness necessary in combat and other echelons, the present rate of promotion of Regulary Army Air Corps officers must be revised downward as to time in grade. In recommending this promotion policy, the following assumptions have been made:

a. The average age of second lieutenants entering the Army Air Forces will be 22.

b. That an officer may be legally retired at the age of 52 or any time thereafter at the pleasure of the officer or the AAF.

c. That an officer in field grade will be retired at 60.

d. That an officer in the grade of Brigadier General will be retired at the age of 62.

e. That an officer in the grade of Major General or higher will be retired at the age of 64.

4. There follows a schedule recommended as the basis for promotion of commissioned officers in the Permanent Military Establishment indicating the estimated average age and duty normally performed by an officer in each grade:

Grade	Total Yrs Service	Estimated Av. Age	Normal Duty
2nd Lieut.		22	
1st Lieut.	3	25	
Captain	6	28	Flt. CO
Major	12	34	Sq. CO
Lieut. Colonel	18	40	Grp. Exec.
Colonel	24	46	Grp. CO

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5. As stated above, it is considered that forced attrition will be necessary eventually in order to prevent stagnation in any of the officer grades. It is believed that forced attrition will not be necessary for a few years following the initial manning phase of the Post War Air Force due to the insufficient number of officers with the required years of service to qualify for promotion to the higher grades. It is recommended, however, that any policy of forced attrition be based on "selection out and not up" to the extent necessary to allow vacancies for the promotion of officers in the next lower grade. The term "selection out and not up" describes a policy of promoting all officers in a block; eliminating by forced attrition those who are in the lower brackets in that grade from a standpoint of actual and potential efficiency. It is anticipated that such action would be taken annually.

Enlisted Personnel

The policies for the promotion of enlisted personnel present no major problem provided adequate manpower and funds are available. Where Manning Tables are used, experience shows that control should be established to prevent a disproportionately high distribution of grades in higher echelons with fewer at the squadron level.

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IV. 2. h (3) Principles and method of selection in, up and out of the Permanent Military Establishment:

Officer Personnel

1. It is contemplated that officers for the PME will come from three sources:

a. Air Academy

b. Aviation Cadet Training Schools

c. ROTC graduates.

These sources should provide an ample supply of qualified officers for the Regular Air Force. It is considered desirable to provide opportunity for commissioning to outstanding enlisted men in the PME. However, it is not believed that an Officer Candidate School should be established for this purpose. Well-qualified enlisted men could be afforded the opportunity to obtain commissions through Aviation Cadet Training (both flying and technical).

2. All graduates of the Air Academy would be assigned directly to the PME. The annual difference between the number of graduates of the Academy and the total number desired to take into the Regular Air Force would be drawn from Aviation Cadet and ROTC graduates. In this connection, it is recommended that Air ROTC courses be established in selected colleges and universities. Such officers should also be eligible for pilot training in officer grade. Through action by boards of officers and competitive examinations, applicants of these two groups would be selected into the service. Records attained by applicants while in Aviation Cadet training and ROTC courses would be given proper weight. Of the approximately 100,000 officers needed to man the Initial Post War Air Force, approximately one-half would be selected into the PME. This would mean that approximately 46,500 Regular Air Force appointments would be given. The remaining 50,000 officers needed to man the Air Force would be Reserves who would serve three year tours of active duty.

3. The recommended time in grade for second and first lieutenants is three years; for all other grades, six years. To afford a more rapid rate of promotion for exceptionally outstanding officers, it is recommended that one year less in all grades above that of second lieutenant be set as a minimum.

4. In considering officers for promotion, an increased amount of emphasis should be placed on efficiency ratings. It is believed that the proposed new WD, AGO Form #67 would be of benefit in this connection. However, a comprehensive AAF rating form should be devised and issued to all commanders. Such a form should provide accurate methods of rating an officer as to professional knowledge, specialized knowledge, leadership, judgment and responsibility,

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and general utility (including loyalty, initiative, tact, aggressiveness, common sense, etc.).

5. Provision should be made for such an overall rating to reflect the judgment of at least two raters. The plan also should provide that, instead of giving an independent rating to each officer, the rating would show how each individual compares with all other officers in a unit who are being rated. It should be mandatory that all officers shall be rated once every six months.

6. In order to provide for selection out of the service a number of officers sufficient to offset the number taken into the Regular Air Force each year and to provide adequate promotion opportunities throughout, the following is recommended:

Forced Separation: Provide for forced separation from the service under 10 years active duty, upon payment of one years base pay. A comprehensive criteria to be followed in determining which officers should be selected out of the service under this provision should be drafted as early as possible.

Voluntary or Forced Separation: Voluntary or forced separation after ten years of active duty would be compensated for by payment of one years base pay, or annual retirement pay based on a certain percentage of base pay of the grade held at time of separation times the number of years service - whichever is preferred by the officer to be separated. Efficiency ratings and school records should be utilized in determining which officers would be selected for forced separation.

7. As soon as an overall troop basis is established and Tables of Organization are prepared, a schedule should be devised which would show the amount of attrition to be forced at various levels. The natural losses due to death and disability should be in addition to figures shown in such a schedule. It is believed that forced separation should be concentrated before the end of ten years service.

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IV. 2 h (3) Cont.

Enlisted Personnel

1. Three (3) year enlistment periods are recommended. Further, provisions should be made to accept seventeen (17) year old volunteers.

2. For each re-enlistment a suitable bonus should be paid. At the end of nine (9) years service, provision should be made that an enlisted man would automatically become a continuing part of the regular Army not subject to re-enlistment at the end of each three (3) year period as is customary at present. However, an annual bonus should be paid thereafter as evidence of continued performance. After becoming a part of the Regular Military Establishment, six (6) months notice would be required in order to secure a voluntary discharge.

3. A highly desirable change would be provision for specialist ratings, denoting both skill and grade, as is the practice in the Navy. This change would provide pay proportionate to technical ability and rank, it bolsters the pride of the man in his specialty, and would be an incentive in recruiting.

4. It is believed necessary that enlistments in grade be permitted for certain types of specialists in the event that they have had previous military service. To illustrate, an airplane mechanic with a certain amount of experience could be enlisted in the grade of Sergeant; while another with greater experience might be enlisted in the grade of Staff or Technical Sergeant. Enlistment in grade should be permitted only when enlisted personnel qualification lists show that there are no enlisted men presently in the Service qualified or available for promotions to the specialty available.

5. It will be just as desirable to the Air Force for the enlisted men to be young, active and vigorous as for the officers to be so qualified. Regulations should provide for the retention of satisfactory personnel up to age 60. However, in practice, men should be encouraged to retire after thirty (30) years of service. Maintaining a steady turnover at the top provides regular availabilities of higher grades into which the qualified may be promoted.

6. The Navy follows a procedure in peace which insures youthfulness. Provision is available that an enlisted man with twenty (20) years of service may apply for assignment to the fleet reserve. If granted, this passes him on to civilian life at three quarters of retirement pay, but he is subject to recall in time of national emergency. Such a procedure should be considered for adoption by the Air Force.

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IV. 2. h (4) Promotion in the Inactive Reserve.

1. Assuming that all members of the Inactive Reserve will have at least three (3) years' active duty, it is believed that time in grade for promotion in the Inactive Reserve should be identical with the time required in the PME, providing professional proficiency is maintained, and be governed by vacancies occurring in the higher grade in the Inactive Reserves.

2. From the viewpoint of maintaining the interest of Inactive Reserves, it is believed that provisions should be made for an officer to remain a member of the Inactive Reserve for as long a period of time as his physical condition remains acceptable and he maintains his professional proficiency.

IV. 2. h (5) Proportion of rated to non-rated officers.

Using the proposed troop basis as a yardstick, it is possible to warrant recommending that 50 per cent or more of the officers in the PME be non-rated. However, it is considered that a distribution of 75 per cent rated and 25 per cent non-rated (to include anti-aircraft, technical supply services, medical personnel and chaplains) will provide a better balanced organization. (The vast majority of the rated officers should be pilots. Moreover, it is believed that provision should be made to take into the Regular Air Force a small percentage of precision bombardier-navigators.) It is recognized that 75 per cent of the officers in the PME cannot be employed solely in flying duties in peace times. On the other hand, it is thought that many of the part-time non-flying duties (both administrative and technical) should be performed by rated officers. This is desirable in order to provide for rapid expansion of the Air Force whenever necessary. Younger rated officers selected to perform part-time non-flying duties should be given courses of instruction in administration and technical subjects to prepare them adequately to perform such duties.

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IV. 2. h (6) Basis for and method to be used in selection of officers and key enlisted personnel now in the service for the initial manning of the Post War Air Force, both for the professional or regular personnel and for reserves on extended active duty.

Officers

1. It is considered that in order to insure the selection of only the most mentally agile, best qualified physically and most outstanding professionally, the following basic requirements should be established:

Age:

Second Lieutenants.	21-25 years
First Lieutenants	25-28 years
Captains.	28-34 years
Majors.	34-40 years
Lieutenant Colonels	40-46 years
Colonels.	46-52 years

Physical

Successful completion of WD, AGO Form #64, Class I, physical examination for rated, and qualified for full general service on WD, AGO Form #63 for non-rated officers.

Education

Minimum of two years college or equivalent in the case of rated applicants and college degree or equivalent in the case of non-rated applicants.

Efficiency Rating

Minimum average efficiency rating of 4.5 (Middle - Excellent) on new WD, AGO Form #67, "Efficiency Rating Report)," or similar rating on proposed new AAF Rating Form.

2. It is contemplated that those officers who meet the basic qualifications outlined above would submit applications in writing through channels to one of several centrally-located headquarters. The applicant would attach to the written application a copy of physical examination report and transcript of college credits. The applicant's commanding officer would indorse the application, listing all efficiency ratings and such other pertinent information as he considers proper. These applications would be given initial screening by boards of officers to be established in the several headquarters. As a guide in screening, the board would consult copies of WD AGO Form 66-2.

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IV. 2. h (6) Cont.

3. Tentatively selected applicants would then be notified to appear before a field board composed of Regular Air Force officers for the purpose of submitting to personal interview and to take a comprehensive examination designed to test the professional ability, judgment, maturity, tact, force, etc. of applicants. Results of the interview and examination, with proper recommendations as to disposition of application, would then be forwarded by the board to this headquarters, where final determination as to approval or disapproval of application would be made. The board of officers sitting at this headquarters would also consult individual 201 files and any other such sources as may be deemed advisable.

4. During the screening and final selection processes, the best qualified applicants would be selected for commissioning in the PME, while those who fall just below this group would be the ones first offered tours of extended active duty from the Air Reserve Corps.

5. Provision should be made for the selection-in of a percentage of AUS personnel just as soon as the general form of the PME is determined. This will both test the effectiveness of the selection measures and it will reduce the pressure of trying to commission large numbers in the PME during the rush of demobilization.

Enlisted Personnel

When the transition to the PME is ready to begin, Personnel Officers at Air Forces Bases should check records of all enlisted men, those with superior or excellent records should be interviewed, and those considered to be good career personnel should be encouraged to remain in the Army Air Forces. Again, at the Redistribution and Separation Centers during demobilization, those most suitable to Army Air Forces should be encouraged to enlist. A recruiting procedure, together with pamphlets and displays necessary to recruiting operations, should be prepared now for use when conditions permit.

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IV. 2. h (7) Policy toward the employment of colored, yellow and other minority racial groups.

1. The Air Force policies toward the employment of colored, yellow and other racial minority groups will perforce be determined by the experience of the war. Short of the conclusion of hostilities and the determination of the doctrines of peace, it is impossible to estimate what the Air Force policy may be toward the training of American born Japanese. In any event, the importance of national policy toward the Japanese will be much greater than the extent of any problems concerned with utilizing them in the military program.

2. Insofar as the utilization of Negroes is concerned, Air Force plans must follow War Department policies and national developments. If the long existent Army policy of not intermingling colored troops is continued, then separate training facilities must be provided and all assignments must be by units. This is cumbersome and inflexible. If experience in the war discloses either duty assignments or geographical areas especially adapted to Negroes, this may offer some solution to a continuing problem.

IV. 2. h (8) The place in the Post War Air Force for WAC's and WASP's.

The place in the Post War Air Force for WACs and to a lesser extent for WASPs, is to utilize those who wish to continue with the Air Corps in a civilian capacity. Women in uniform have been necessary to secure the high total of personnel required for the prosecution of the war effort, but neither national opinion nor women individually are disposed to consider that such service in uniform has any essentiality in the peace time military establishment. The legislation which established the WAC authorized its existence for only the duration plus six (6) months, and short of a radical change of dispostion of Congress that body will probably not approve the continuation of the WACs or WASPs. Moreover, there is no indication that the Universal Military Service will include women, and short of any future emergency which again requires a total marshalling of the nation's manpower, it appears unnecessary and undesirable that any provision be made for the inclusion of WACs or WASPs in the PME. However, for those women who desire to continue with the Air Forces, there will be ample variety of civilian jobs to utilize the specialized skills acquired in WAC or WASP service.

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IV. 2. h (9) Policy toward volunteer societies, reserve officer associations, professional societies and the use of such volunteer activities as may be available from such sources in furtherance of the broad Air Force mission.

In general, the policy toward volunteer societies, reserve officers associations, and professional societies should be friendly, receptive and considerate of suggestions offered, at the same time exercising the greatest care to avoid embarrassing commitments or entanglements.

IV. 2. h (10) The organization and responsibilities of an Air Force Emergency Relief Society.

The Army Air Forces Aid Society's charter is broad and satisfactory of post war operations, when the restrictions and inhibitions imposed by the memorandum agreement defining its relationship with Army Emergency Relief and the Red Cross program expires. This agreement is effective during the existence of Army Emergency Relief, which is understood to be for the present emergency and six (6) months thereafter. An effort should be made to release the inhibitions placed on the Army Air Forces Aid Society, effective as of the date of an armistice with the European belligerents, so that it may go into action and commence operations before Army Emergency Relief is completely out of the picture. Actual relief functions should be decentralized to permanent Army Air Forces stations and operate as a command responsibility of the station commander. Army Air Forces personnel should be designated as custodians of Army Air Forces Aid Society funds and Air Inspectors charged with inspections and audits.

V. Additional Comments

1. It is noted that except for the charts in Inclosure A, no provision has been made for the Weather Wing.

2. No provisions appear in this plan for the utilization of civilian personnel. This is probably for the obvious reason that civilian employees will constitute a substantial part of all four of the War Department Bureaus. It is important to note, however, that aside from administrative and clerical duties in offices, much of the domestic maintenance and supply operations of the Air Force is accomplished by civilian employees. The contemplated size of the Post War Air Force will continue the need for many of these civilian jobs. Plans should be made providing that as demobilization takes place, the better qualified service personnel be recruited as civilian employees. Under regulations already operative, preference will be available for veterans to qualify for Civil Service appointments.

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11-3-4 COMMENTS - IPWAF - AC/AS-INTELLIGENCE

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Responsible Officer Edw 4

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I N D E X

1. Plan for Post-War Air Force
Memo for Intelligence d/5/Jan/44

2. Initial Post-War Air Force
Memo for Chief of Air Staff d/26/Apr/44

3. IPWAF Personnel Policies - Memo for the Record d/10/May/44

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

10 May 1944

MEMORANDUM FOR THE RECORD:

Subject: IPWAF Personnel Policies

1. Colonel Bentley, Deputy to AC/AS, Intelligence suggested that provision be made in IPWAF planning to insure that career opportunities for Intelligence officers, both on active duty and inactive reserve, be made sufficiently attractive to hold in that service a reasonable proportion of high caliber officers having experience in the present war and to attract officers of high caliber to that service in the peacetime period.

2. After 1918, reserve officers who were outside of the United States for more than three months lost their reserve commissions. Instead of penalizing Intelligence Officers for leaving the country, every inducement should be made to hold in the service Intelligence officers, who in civil life, had an opportunity to become well acquainted with conditions abroad.

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By Authority of The Commanding General Army Air Forces
APR 1944
Date Initials
AFIAN-EU

WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON

26 APR 1944

MEMORANDUM FOR CHIEF OF AIR STAFF

SUBJECT: Initial Post War Air Force

1. Reference is made to secret letter 4 April 1944 which requests that AC/AS, Intelligence furnish comments and suggestions concerning the organization of the Initial Post War Air Force with particular reference to Air Intelligence matters.

2. General Comments.

a. In order to prevent a recurrence of the comparatively unsatisfactory state of training that existed in some Air Units during the prewar period considerable care should be exercised in the specific selection of bases for permanent improvement. Apart from the general deployment of the units available to the Initial Post War Air Force particular consideration should be given to weather and available training facilities. It is believed that combat units including both those deployed in the continental limits and in overseas theaters can retain sufficient mobility to meet a potential threat within any theater and still take advantage of the best available facilities.

b. It is believed that the number of medium and light bombardment groups is too small to form the basis for fast and efficient expansion of these types of organization units into an effective fighting force. The importance of medium and light bombardment aviation in the close and direct support of ground forces is believed to be underemphasized and worthy of more consideration.

3. Specific Comments Concerning Air Intelligence.

a. No significant changes in Air Intelligence organizations in lower echelons are contemplated in the Post War Air Force.

b. The recent reorganization of AC/AS, Intelligence was accomplished to perform effectively and efficiently Air Force Intelligence functions during peace time as well as war. For this reason, little change except as follows is envisaged in the present staff organization on cessation of hostilities:

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(1) Gradual reduction to an operational-training nucleus of the Counter Intelligence Division.

(2) Reduction in Collection Division and elimination of the Interrogation Branch thereof.

(3) Temporary increase for one year in Photographic Division necessitated in the requirement for evaluation, cataloging and filing of all film now in overseas theaters. Thereafter drastic reduction.

(4) Reduction of Analysis Division with elimination of Presentation Branch and reestablishment of the American Branch which is inactive at present.

(5) Temporary increase in Historical Division to consist of overseas A.A.F. Historical Officers necessitated by requirement to complete all organizational histories.

(6) Office Services Division--a reduction in Dissemination Branch.

(7) Information Control--temporary increase due to requirement for reclassification of war documents.

c. Present and post war staff organization charts for AC/AS, Intelligence are attached as inclosures 1 and 2.

d. Certain major advantages accrue to a centralized Intelligence Organization at a General Staff level. For example, a considerable saving in personnel would be affected, the most highly qualified personnel could be concentrated, a single agency would be responsible for the technical supervision of all Army, Navy and Air Attaches, and duplication of effort among the four services would be eliminated. Whether or not the bulk of Intelligence functions will be carried on at the General Staff level or delegated to the Army, Navy, and Air Staffs is a question which requires a Command decision.

WILLIAM C. BENTLEY
Colonel, GSC
Acting Assistant Chief of Air Staff,
Intelligence

2 Incls:
Incl. 1 - Organization of AC/AS, Intelligence, 26 April 1944.
Incl. 2 - Organization of Chief of Intelligence Post War.

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[redacted] By Authority of The Commanding General Army Air Forces

AFIAN-EU

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WILLIAM C. BENTLEY
Colonel, GSC
Acting Assistant Chief of Air St aff,
Intelligence

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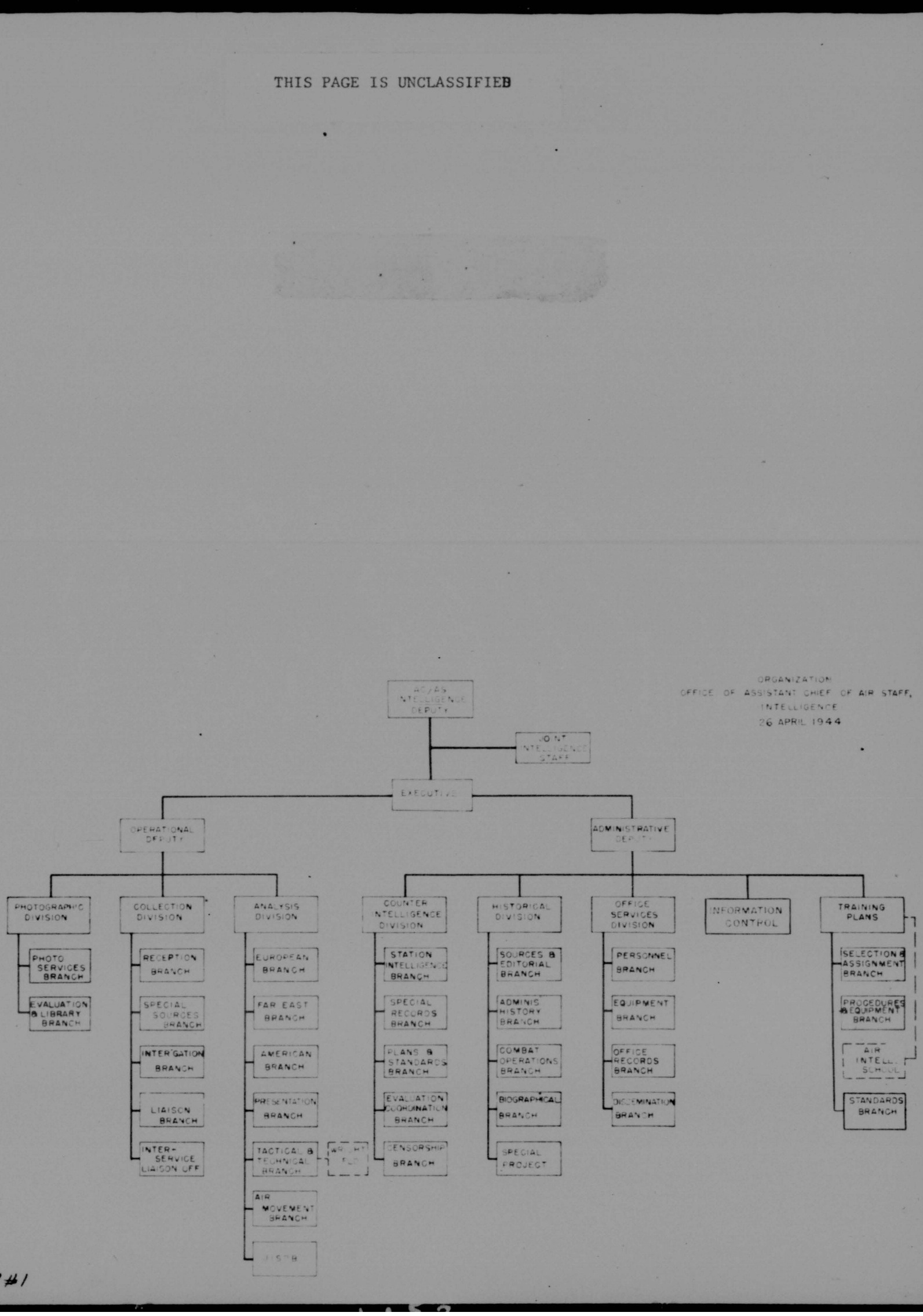
ORGANIZATION
OFFICE OF ASSISTANT CHIEF OF AIR STAFF,
INTELLIGENCE
26 APRIL 1944



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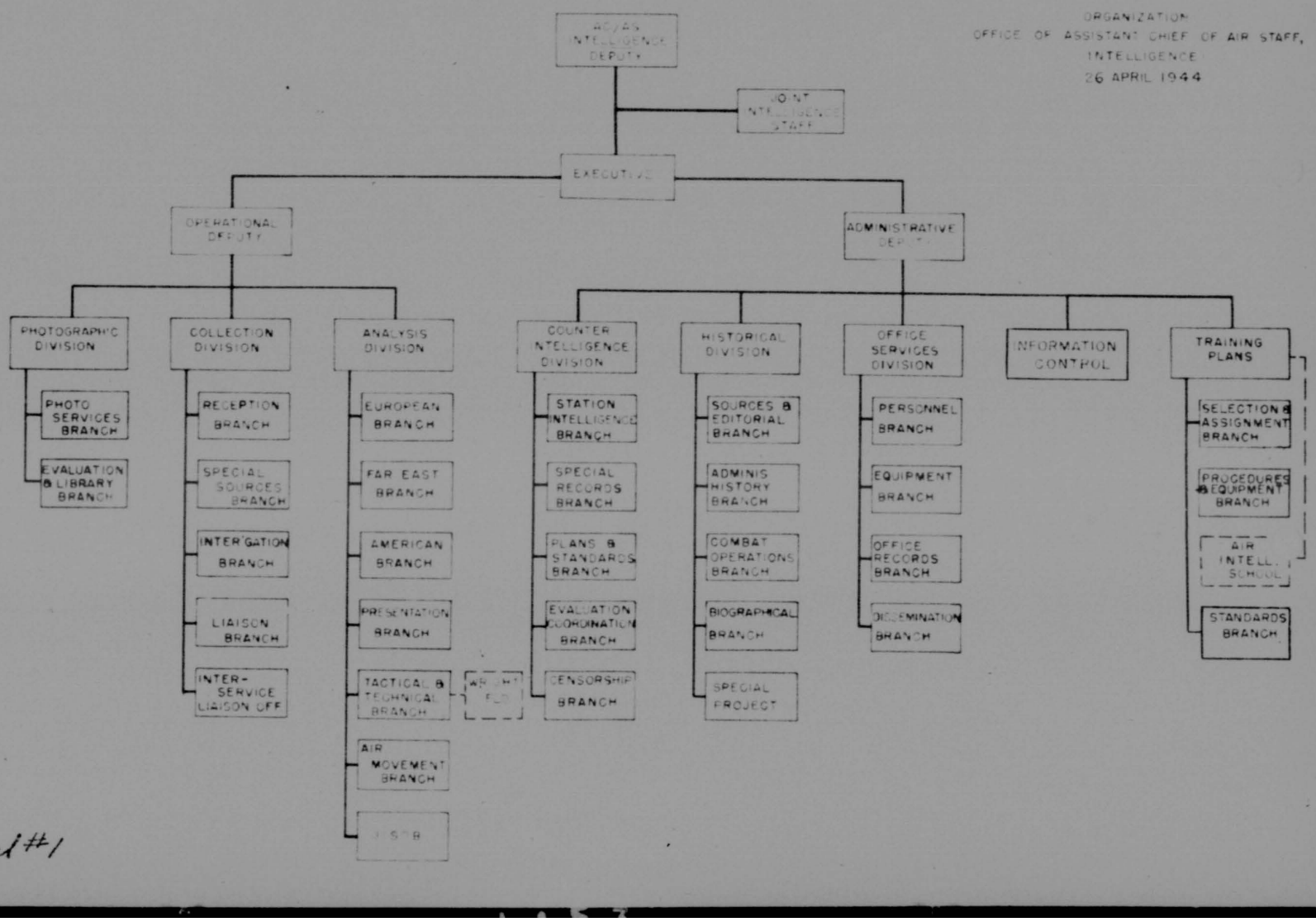

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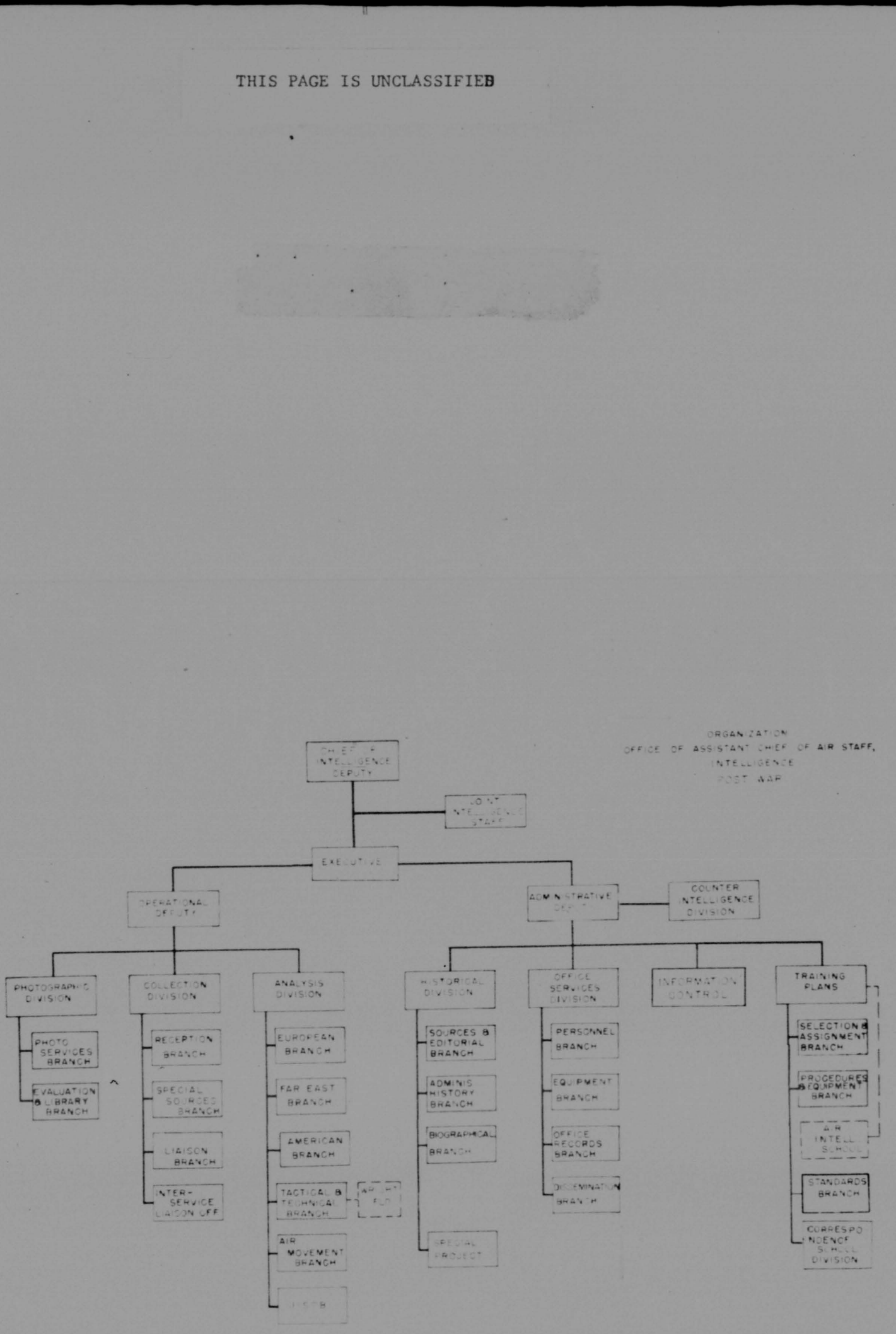
ORGANIZATION
OFFICE OF ASSISTANT CHIEF OF AIR STAFF, INTELLIGENCE
POST WAR



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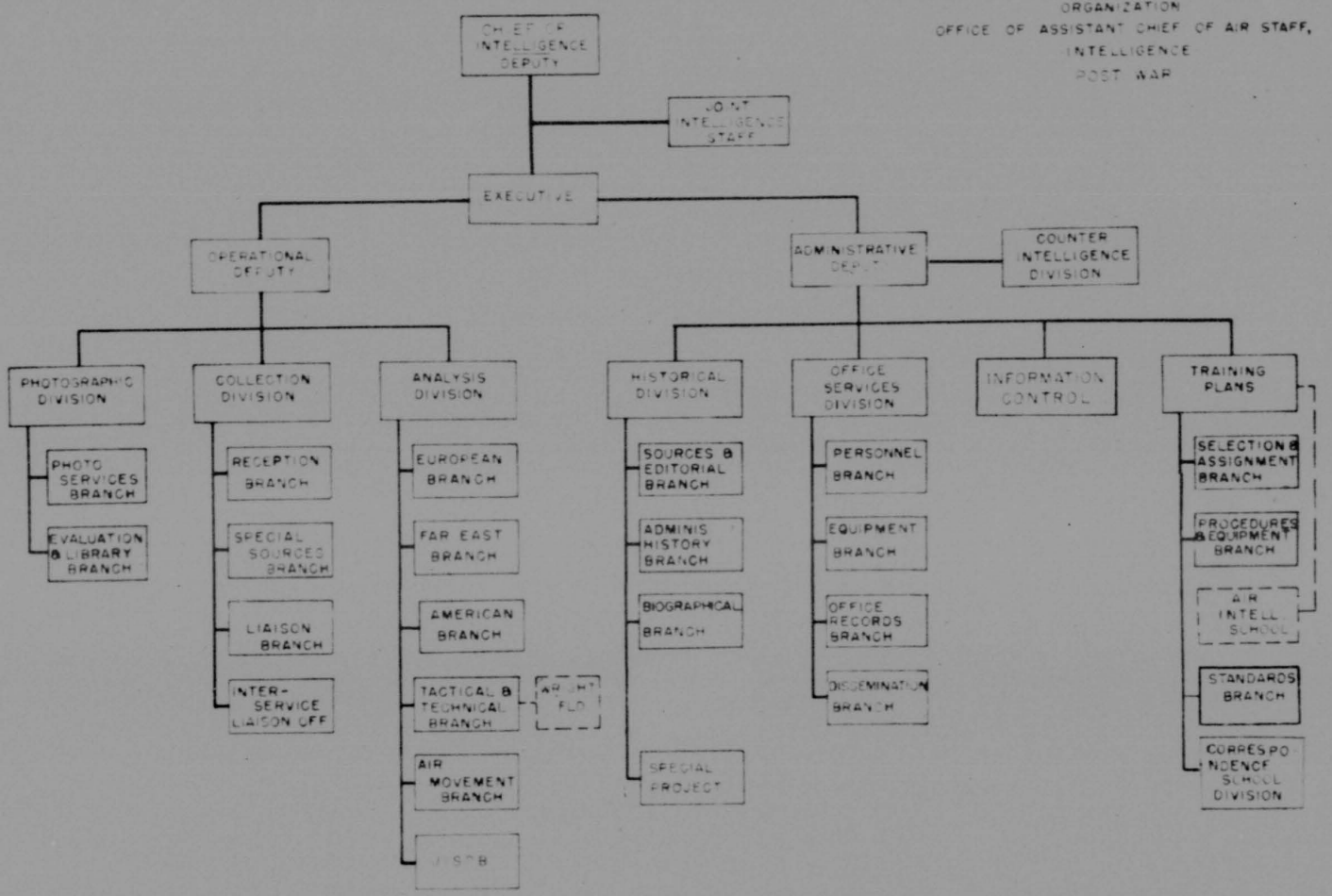

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By Authority of The Judge Advocate General of the Army
1-5-44 UCB
Date Initials

AFABI
5 January 1944

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS:

Subject: Plan for Post War Air Force.

1. General. The plan for the organization and composition of the post war U. S. Air Force has been studied and the following comments and recommendations are made:

a. The genius of the American people has always demanded the minimum of standing military forces and the maximum utilization of organized and unorganized reserves. Whether the public will have become reconciled to the necessity for a large M Day Air Force by war's end or more especially during the succeeding post war years is a factor which does not affect military responsibility for stating requirements and presenting a program to meet them. Neither does military responsibility cease upon failure to obtain approval of the optimum program.

b. It is recommended therefore that the practicability of integrating civil airlines and other normal private flying activities with the post war Air Force be carefully studied. This with a view to preparedness for what, based on history, may be anticipated - namely, inevitable demand by the public for compromise in the size and quality of its military forces.

2. Specifically relating to AC/AS, Intelligence.

a. The function and jurisdiction of the three Deputies is not clear. Is it the intent that these Deputies act as Deputy Chiefs of Staff for the Commander, exercising supervisory responsibilities only, or are they Deputy Commanders exercising command responsibilities over the various sections under them? This point should be definitely clarified.

b. Intelligence is an essential element in the function of command. It is as vital as supply and maintenance, administration and services or operations. Without all three, operations are impossible.

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The entire effort of all staff agencies is to insure success of operations. An operation results from the decision of the commander based on two elements: Capabilities of the enemy weighed against capabilities of his own force. The Commander should receive the former from his intelligence and the latter from his operations. By combining the two the Commander surrenders a responsibility and a perogative of command. All military experience and precedent has proven this to be essential. Fullest available data on the opposing element should be supplied by an unprejudiced and coequal staff section charged with this responsibility.

The attached chart shown Intelligence as a sub-section of the Deputy for Operations and Director of Operations. This is a dangerous and unsound innovation running counter to all military experience of the past. I believe it would inevitably lead to plans and operations based on faulty intelligence. Under the proposed set-up the commander can hear his logistics expert, his administrative expert and his operations expert, but he cannot hear his one agency which should specialize on the most important element in all his calculations — the enemy.

c. It must either be the plan and purpose of the Air Force to minimize or eliminate Intelligence as indicated in attached proposal or to emphasize and build it up. An autonomous Air Force as proposed must include a superior Intelligence organization or fail in its mission. A command decision on the highest level is indicated. There will be no sound purpose in commenting on details until this basic decision is rendered.

3. Recommendation.

It is recommended that basic plans for the post war Air Force be redrawn to incorporate provision for coequal staff direction throughout all echelons for:

a. Administration,
b. Intelligence,
c. Operations and Training,
d. Supply and related activities.

THOMAS D. WHITE
Brigadier General, U. S. Army
Assistant Chief of Air Staff,
Intelligence

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POST-WAR DIVISION
ROUTING SLIP

Journal No. 11 Date 12 Aug.

Subject:

To:	Initial	Date
Exec.		
✓ P.E. Branch		
C.A. Branch		
Pol. Branch		
Secretary		

✓ Action	Information
Prepare Reply	Note & return
Prepare Draft	File

Remarks: RCM.

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From:

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POST WAR DIVISION

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11-3-5 COMMENTS - IPWAF - AC/AS-TRAINING

11-3-5

Responsible Officer _____

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POST WAR DIVISION

Room 3D130

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I N D E X

1. R & R, Subject PWAF, dtd 5 Feb 44

2. R & R, Subject: Initial PWAF, dtd 21 Apr 44

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: Chief of the Air Staff

DATE 21 April 1944

FROM: AC/AS, Training

COMMENT NO. 1 Cont'd

9. Exhibit B presents in considerable detail a plan for an Air-Marine Command to be a part of the initial post war air force. This plan was prepared in the Troop Carrier Branch of this office, and being in the nature of a requirement, rather than a training feature, is submitted without comment for optional consideration by your office.

ROBERT W. HARPER,
Major General, U.S. Army,
Assistant Chief of Air Staff,
Training.

2 Incls.
1 - Exhibit A - Tent. Org. Plan for Chief of Trng. Office.
2 - Exhibit B - Plan for Air-Marine Command

COORDINATION:

Individual Training
Plans and Liaison
Radar
Training Aids
Staff Course Branch
Troop Carrier Branch
Anti Aircraft (TNG) M-W

TO: Assistant Chief of Air Staff, Plans
Post War Planning Division

DATE 29 April

FROM: Chief of the Air Staff

COMMENT NO. 2

M. A. LIBBY
Colonel, G.S.C.
Secretary, Air Staff

Incl: n/c

AFAEP-PWD FILE

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HEADQU[illegible]ERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: Chief of the Air Staff

DATE 21 April 1944

FROM: AC/AS, Training

COMMENT NO. 1

OHM:bes/73192

1. Reference is made to letter, your office, subject as above, dated 4 April 1944.

2. Examination of the plan and of the study thereto dated 31 January 1944, prepared by the Commanding General, Army Air Forces Training Command, prompts the following views on the provision for an adequate reserve component of the initial post war air force:

a. Section III, paragraph 5 d of subject study states that: "For planning purposes it is accepted as axiomatic that a reserve pool of trained officers and enlisted men will be maintained in such a state of training and in such numbers as to allow, in emergency, a rapid increase of the peacetime force by at least one hundred percent (100%) with minimum decline in unit effectiveness."

b. Tab F of the study prepared by the Commanding General, Army Air Forces Training Command, is considered inadequate to insure that the required state of training will be maintained, for the principle reason that reserve personnel would not be organized into active organizations, and regular and frequent training would not be mandatory.

c. It is considered essential that the "reserve pool" be divided into two components, the "active" and "inactive" reserve. The active reserve should be organized into units proportioned as to type exactly in accordance with the ratio established for the U. S. Air Force which is permanently under arms. These active reserve units should be required to meet regularly and frequently throughout the year for training periods (for example, four times monthly for a three-hour period); and should, in addition, be required to engage in maneuvers for two weeks or one month during each year. These units should be commanded by regular air force officers, could be equipped with the fifty percent (50%) reserve of combat aircraft currently planned, and could be charged with the responsibility of maintaining these reserve aircraft. These active reserve units could be kept youthful and at a high state of training by absorption of volunteers from the fifty percent (50%) reserve personnel completing their tour of duty with the permanent Air Force. Personnel in the active reserve thus rendered surplus could be placed in the inactive reserve. Individuals who had completed their tour of duty with the permanent Air Force and who did not desire to volunteer their services for duty with the active reserve could be placed directly into the inactive reserve.

d. The training plan outlined in Tab F of the study prepared by the Training Command is considered satisfactory for purposes of maintaining the proficiency of individuals assigned to the inactive reserve.

e. The Commanding General, U. S. Air Force, should exercise direct command over both the active and inactive reserve.

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ROUTING AND RECORD SHEET [redacted]

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: Chief of the Air Staff DATE 21 April 1944

FROM: AC/AS, Training COMMENT NO. 1 Cont'd

f. Consideration should be given to the early advance establishment in Headquarters Army Air Forces of an appropriate organization to plan and supervise the reserve program.

3. With regard to policy towards use of civil flying schools, the Training Command recommends combined primary-basic military schools. Use of civil schools is not recommended. This office concurs with the recommendations of the Training Command.

4. Section IV, paragraph 2 c of Preliminary Study, requires determination of the facilities to be retained for the post war air force. Those facilities required by the Training Command are outlined in Tab G of the Training Command's study. This office concurs with the estimate made by the Training Command.

5. A tentative organization plan for the office of the Chief of Training is attached as Exhibit A.

a. Following are responsibilities of the Chief of Training:

(1) Supervise training of all air force individuals and units, including antiaircraft.

(2) Establish schedules, policies, standards and doctrines required to train individuals, air crews and units.

(3) Exercise headquarters supervision over the Training Command, Troop Carrier Command and Air Academy; and supervise and coordinate the training activities of the Air Forces, Air Service Command, Air Transport Command and the Tactical Training Center.

(4) Act as the coordinating agency for individual and operational training schools.

(5) Initiate as required; coordinate; and approve the development, requisition, production, distribution and use of all training aids.

(6) Plan for training in theaters of operations to include provision for maintenance of proficiency, refresher, theater familiarization, special training; and, training in deficiencies in fundamentals not achieved in zone of interior.

b. The Individual Training, Unit Training, and Training Aids Divisions will perform essentially the same functions as presently set down in Charts 6 A,

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HEADQU ERS ARMY AIR FORCES

ROUTING AND RECORD SHEET [redacted]

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: Chief of the Air Staff DATE 21 April 1944

FROM: AC/AS, Training COMMENT NO. 1 Cont'd

6 B and 6, respectively, U. S. Army Air Forces Organization and Functions Charts, or amendments thereto.

c. A Plans, Liaison and Training Standards Division is proposed which will perform essentially the functions presently being performed for this office by the Plans and Liaison Division, with the exception that the functions of the Staff Course Branch will be assumed by the Officers Schools Division (see par. 5 a below). This division is further charged with planning for that training which must be conducted in overseas theaters of operations (see par. 5 a (6) above).

d. An Electronics Division is proposed to serve as liaison with other staff offices on all wire communications and electronic matters affecting training.

e. An Officers Schools Division is envisioned to fulfill a requirement for a school agency within this headquarters to transmit policies of the Chief of Training relative to the training of air force officers -- with the exception of flying and technical training -- and to maintain supervision of, and liaison with, the various schools in the field relative to such categories of training as tactics, staff, administrative and officer candidate.

6. It is recommended that the plan for the initial post war air force include a training aids organization of sufficient size and scope to serve the air forces outside the continental limits of the United States, as well as those within. This war has revealed how valuable to training has been synthetic training research. This need will be present with the peacetime air force just as it has been throughout the war.

7. The policy regarding antiaircraft in the post war air force is one of complete integration. This policy will give antiaircraft artillery the same status as bombardment, fighter and air defense, reconnaissance, etc. A separate Antiaircraft Artillery Branch should not be established in the office of the Chief of Training, but antiaircraft officers should be placed in each of the several divisions of the office of the Chief of Training.

8. If, as suggested in paragraph 2 a above, the Commanding General, United States Air Force, exercises direct command over both the active and inactive reserve, the Chief of Training should be charged with the responsibility of supervising all training activity of reserve components. A separate reserve training division need not be established in the office of the Chief of Training, but reserve training matters can be integrated with the Regular Air Force training problems in the various divisions indicated on Exhibit A.

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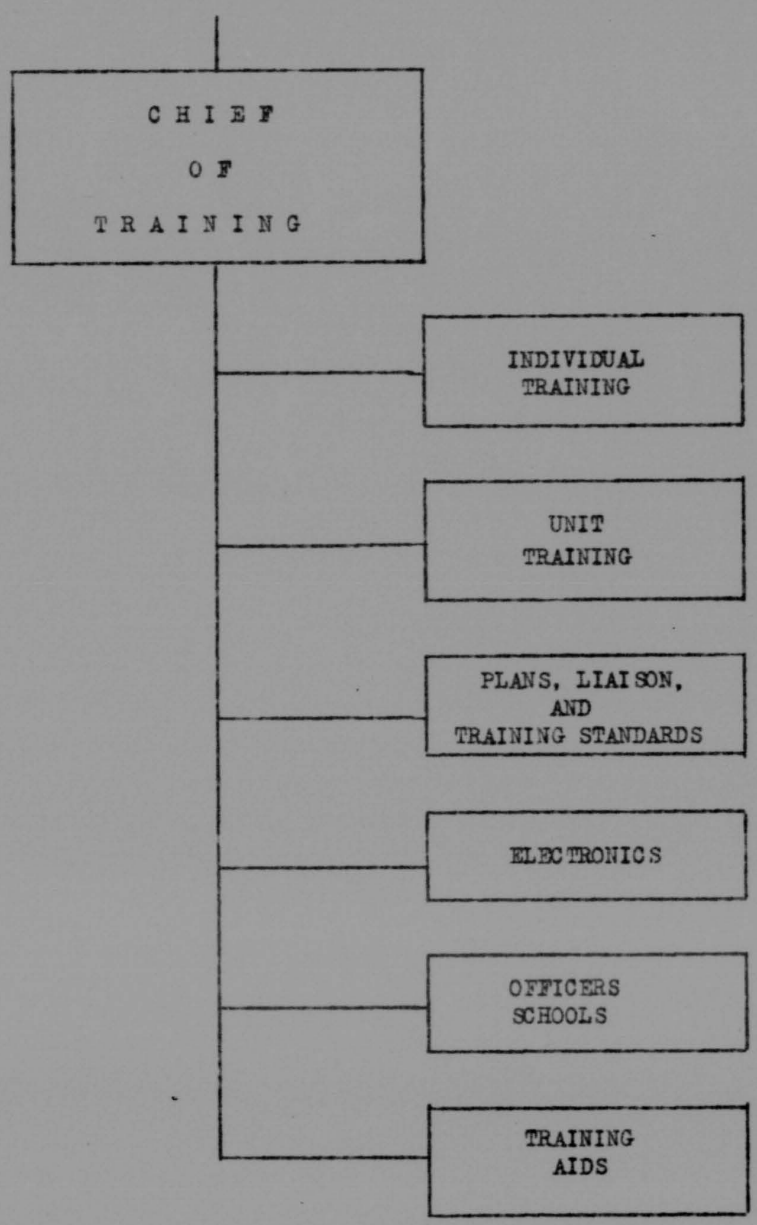
TENTATIVE ORGANIZATION PLAN FOR THE OFFICE OF THE CHIEF OF TRAINING



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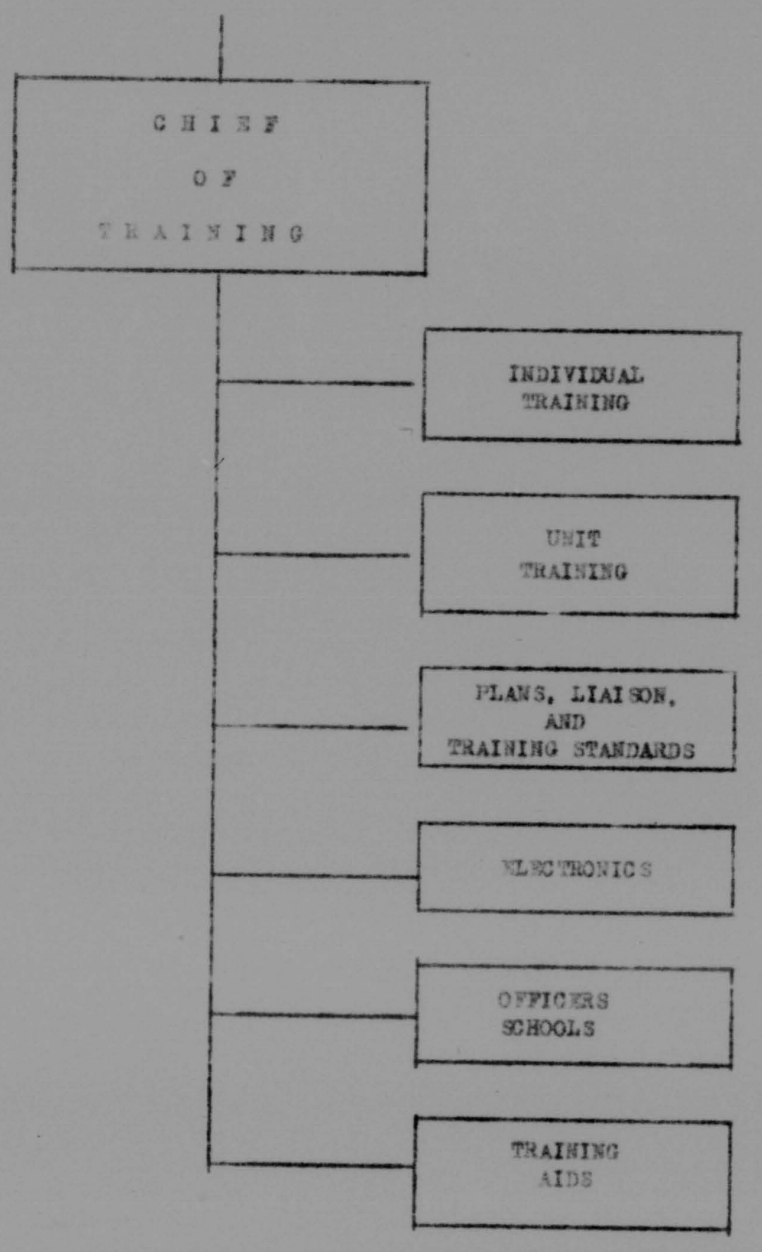

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AFACT-4

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AFACT-4/FKM/mhb/73651
27 March 1944

MEMORANDUM FOR CHIEF, UNIT TRAINING DIVISION

Subject: Troop Carrier Aspect of Initial Post War Air Force

Reference: Memorandum from General Arnold to the Chief of the Air Staff, subject: "Initial Post War Air Force", with inclosed study, same subject, dated 31 January 1944, prepared by the Commanding General, Training Command.

B

1. Discussion:

1a Section II, paragraph e and f of the memorandum referred to above state that:

.....it is assumed that.... the force permanently under arms must be capable of striking quickly and forcibly in order to promptly extinguish any incipient threat against us, or against world peace" and that ".... a strong 'M' day Air Force, Strategically deployed for prompt striking action, will be most effective insurance against a new out-break of hostilities in areas within range of its bases."

b. In order to enable the Commanding General, U. S. Air Force, to carry out his mission regardless of global location of an out-break of hostilities, and to eliminate the limitation that such an outbreak be "in areas within range of the bases", and it is considered essential that the U. S. Air Forces include an integral striking force of "Air Marines", capable of seizing existing air base facilities, or of seizing and constructing such facilities, anywhere on the globe, and capable of holding such installations until relieved by units of the Army Ground Forces. Having the means with which to secure operating bases nearer the area of hostilities will permit much more effective utilization of available airpower. By procuring air transportable air base facilities, and by imparting air mobility to the ground echelons of tactical Air Force units (possibly by the development of special purpose gliders). leap frog tactics would permit almost limitless extension of the radius of action of U. S. Air power.

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1c. Rather than undertaking to train an Air Marine force in ground tactics and of being faced with the problem of providing the required flow of personnel into this force to maintain its "youthfulness", it is considered more desirable that the required units be assigned to the Air Forces from those organized, equipped, and trained by the Ground Forces. Such units should be assigned to the Air Forces for a specified period of time (possibly one year) and should be rotated.

2a. Section IV, paragraph 2 f of the memorandum referred to above recommends:

".....determination of the organization and responsibilities of troop carrier aviation, particularly in respect to the need for a Troop Carrier Command....."

b. In connection with determination of the organization of troop carrier aviation, the striking force referred to in paragraph 1b above would be most effective if it is combined with troop carrier aviation under a single, "Air Marine Command." This command should consist of troop carrier aviation and airborne units. Troop carrier units should, in general, be organized and equipped as at present, with substitution of larger and more efficient aircraft (both powered and gliders), as they are developed. Sixteen (16) airplanes per squadron, and four (4) squadrons per group, as contemplated in the above reference, is considered satisfactory. Each squadron should, in addition, be equipped with thirty-two gliders.

c. Since the Air-Marine Command of the U. S. Air Forces would of necessity be of comparable size to the antiaircraft component, it is considered essential that the Headquarters, U. S. Air Force organization include a Chief of Air-Marines under the Deputy for Operations.

d. The operational training program of the Training Command should include a course for troop carrier pilots. The advisability of eliminating glider pilots from troop carrier units, and of substituting therefor additional power pilots warrants further study.

e. The exact number strength and composition of the Air-Marine organization should be determined when it is evident that the inclusion of such troops within the post war Air Force is likely. The strength of the airborne force (over and above the troop carrier component thereof), should be predicated primarily upon the lifting capacity of the eleven (11) troop carrier groups. Assuming that troop carrier units will be equipped with powered aircraft of the C-82 type (with a payload approximately four times that of the C-47), and with gliders having a 10,000 pound payload (approximately three times that of the CG 4A), the post war troop carrier group with sixty-four (64) powered airplanes and one hundred twenty eight (128) gliders would have approximately four

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times the lifting capacity of the present troop carrier group of fifty-two (52) C-47's and one hundred four (104) CG 4A's. Since approximately two (2) wings of four (4) groups each are now required to lift an airborne division with an aggregate strength of 8569, and since one (1) post war group will probably have the lifting capacity of four (4) present groups, the eleven (11) troop carrier groups proposed in the above reference will be able to lift approximately five and one-half ($5\frac{1}{2}$) airborne divisions. On this basis, it would appear that the strength of the proposed Air-Marine force should be approximately 45,000 to 50,000, exclusive of troop carrier units.

f. In order to insure proper training of both the troop carrier and airborne troop components within the post war air Force Air-Marine Command, it is considered essential that there be a training agency within the continental United States with responsibilities similar to those of the I Troop Carrier Command and the Airborne Center, AGF. This command would be under the continental U. S. Air Force, and would be responsible for the unit and joint training of both troop carrier and airborne components.

g. In connection with the responsibilities of troop carrier aviation it is suggested that the Air-Marine Commander under each air force be responsible for maintaining a force capable of moving by air to any area of hostilities within range of his aircraft to seize existing air base facilities, or to construct such facilities if they do not exist; and capable of holding such facilities until relieved. It is suggested that the responsibilities of the commander of the troop carrier component and those of the commander of the airborne troop component under each Air-Marine Commander be substantially as now prescribed in paragraphs 12 and 13 of W.D. Circular 113, 9 October 1943.

II. Recommends:

3. It is recommended that:

a. The initial post war Air Force include an Air-Marine Command consisting of the following:

(1) Eleven (11) Troop Carrier Groups, with 64 airplanes and 128 gliders each.
(2) 45,000 to 50, 000 airborne troops (units assigned to the U. S. Air Forces from the U. S. Ground Forces on a rotational basis).

b. The initial post war Air Force Headquarters include a Chief of Air-Marine under the Deputy for Operations.

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c. The initial post war Air Force include an Air-Marine Command Headquarters under the Continental U. S. Air Force.

d. The operational training program of the Training Command include a powered aircraft and glider course for troop carrier pilots.

FRANK K. MAC MAHON
Lt. Colonel, Air Corps
Chief, Troop Carrier Branch.

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27 March 1944

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MEMORANDUM FOR CHIEF, UNIT TRAINING DIVISION

Subject: Troop Carrier Aspect of Initial Post War Air Force

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b. In order to enable the Commanding General, U. S. Air Force, to carry out his mission regardless of global location of an out-break of hostilities, and to eliminate the limitation that such an outbreak be "in areas within range of the bases", and it is considered essential that the U. S. Air Forces include an integral striking force of "Air Marines", capable of seizing existing air base facilities, or of seizing and constructing such facilities, anywhere on the globe, and capable of holding such installations until relieved by units of the Army Ground Forces. Having the means with which to secure operating bases nearer the area of hostilities will permit much more effective utilization of available airpower. By procuring air transportable air base facilities, and by imparting air mobility to the ground echelons of tactical Air Force units (possibly by the development of special purpose gliders). leap frog tactics would permit almost limitless extension of the radius of action of U. S. Air power.

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c. Since the Air-Marine Command of the U. S. Air Forces would of necessity be of comparable size to the antiaircraft component, it is considered essential that the Headquarters, U. S. Air Force organization include a Chief of Air-Marines under the Deputy for Operations.

d. The operational training program of the Training Command should include a course for troop carrier pilots. The advisability of eliminating glider pilots from troop carrier units, and of substituting therefor additional power pilots warrants further study.

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FRANK K. MAC MAHON
Lt. Colonel, Air Corps
Chief, Troop Carrier Branch.

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Initial Post War Air Force

21 April 1944

Chief of the Air Staff

1

AC/AS, Training

OHM:bes/73192

1. Reference is made to letter, your office, subject as above, dated 4 April 1944.

2. Examination of the plan and of the study thereto dated 31 January 1944, prepared by the Commanding General, Army Air Forces Training Command, prompts the following views on the provision for an adequate reserve component of the initial post war air force:

a. Section III, paragraph 5 d of subject study states that: "For planning purposes it is accepted as axiomatic that a reserve pool of trained officers and enlisted men will be maintained in such a state of training and in such numbers as to allow, in emergency, a rapid increase of the peacetime force by at least one hundred percent (100%) with minimum decline in unit effectiveness."

b. Tab F of the study prepared by the Commanding General, Army Air Forces Training Command, is considered inadequate to insure that the required state of training will be maintained, for the principle reason that reserve personnel would not be organized into active organizations, and regular and frequent training would not be mandatory.

c. It is considered essential that the "reserve pool" be divided into two components, the "active" and "inactive"reserve. The active reserve should be organized into units proportioned as to type exactly in accordance with the ratio established for the U. S. Air Force which is permanently under arms. These active reserve units should be required to meet regularly and frequently throughout the year for training periods (for example, four times monthly for a three-hour period); and should, in addition, be required to engage in maneuvers for two weeks or one month during each year. These units should be commanded by regular air force officers, could be equipped with the fifty percent (50%) reserve of combat aircraft currently planned, and could be charged with the responsibility of maintaining these reserve aircraft. These active reserve units could be kept youthful and at a high state of training by absorption of volunteers from the fifty percent (50%) reserve personnel completing their tour of duty with the permanent Air Force. Personnel in the active reserve thus rendered surplus could be placed in the inactive reserve. Individuals who had completed their tour of duty with the permanent Air Force and who did not desire to volunteer their services for duty with the active reserve could be placed directly into the inactive reserve.

d. The training plan outlined in Tab F of the study prepared by the Training Command is considered satisfactory for purposes of maintaining the proficiency of individuals assigned to the inactive reserve.

e. The Commanding General, U. S. Air Force, should exercise direct command over both the active and inactive reserve.

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f. Consideration should be given to the early advance establishment in Headquarters Army Air Forces of an appropriate organization to plan and supervise the reserve program.

3. With regard to policy towards use of civil flying schools, the Training Command recommends combined primary-basic military schools. Use of civil schools is not recommended. This office concurs with the recommendations of the Training Command.

4. Section IV, paragraph 2 g of Preliminary Study, requires determination of the facilities to be retained for the post war air force. Those facilities required by the Training Command are outlined in Tab G of the Training Command's study. This office concurs with the estimate made by the Training Command.

5. A tentative organization plan for the office of the Chief of Training is attached as Exhibit A.

a. Following are responsibilities of the Chief of Training:

(1) Supervise training of all air force individuals and units, including antiaircraft.

(2) Establish schedules, policies, standards and doctrines required to train individuals, air crews and units.

(3) Exercise headquarters supervision over the Training Command, Troop Carrier Command and Air Academy; and supervise and coordinate the training activities of the Air Forces, Air Service Command, Air Transport Command and the Tactical Training Center.

(4) Act as the coordinating agency for individual and operational training schools.

(5) Initiate as required; coordinate; and approve the development, requisition, production, distribution and use of all training aids.

(6) Plan for training in theaters of operations to include provision for maintenance of proficiency, refresher, theater familiarization, special training; and, training in deficiencies in fundamentals not achieved in zone of interior.

b. The Individual Training, Unit Training, and Training Aids Divisions will perform essentially the same functions as presently set down in Charts 6 A,

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6 B and 6, respectively, U. S. Army Air Forces Organization and Functions Charts, or amendments thereto.

c. A Plans, Liaison and Training Standards Division is proposed which will perform essentially the functions presently being performed for this office by the Plans and Liaison Division, with the exception that the functions of the Staff Course Branch will be assumed by the Officers Schools Division (see par. 5 a below). This division is further charged with planning for that training which must be conducted in overseas theaters of operations (see par. 5 a (6) above).

d. An Electronics Division is proposed to serve as liaison with other staff offices on all wire communications and electronic matters affecting training.

e. An Officers Schools Division is envisioned to fulfill a requirement for a school agency within this headquarters to transmit policies of the Chief of Training relative to the training of air force officers -- with the exception of flying and technical training -- and to maintain supervision of, and liaison with, the various schools in the field relative to such categories of training as tactics, staff, administrative and officer candidate.

6. It is recommended that the plan for the initial post war air force include a training aids organization of sufficient size and scope to serve the air forces outside the continental limits of the United States, as well as those within. This war has revealed how valuable to training has been synthetic training research. This need will be present with the peacetime air force just as it has been throughout the war.

7. The policy regarding antiaircraft in the post war air force is one of complete integration. This policy will give antiaircraft artillery the same status as bombardment, fighter and air defense, reconnaissance, etc. A separate Antiaircraft Artillery Branch should not be established in the office of the Chief of Training, but antiaircraft officers should be placed in each of the several divisions of the office of the Chief of Training.

8. If, as suggested in paragraph 2 a above, the Commanding General, United States Air Force, exercises direct command over both the active and inactive reserve, the Chief of Training should be charged with the responsibility of supervising all training activity of reserve components. A separate reserve training division need not be established in the office of the Chief of Training, but reserve training matters can be integrated with the Regular Air Force training problems in the various divisions indicated on Exhibit A.

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Initial Post War Air Force

Chief of the Air Staff

21 April 1944

1 Cont'd

AC/AS, Training

9. Exhibit B presents in considerable detail a plan for an Air-Marine Command to be a part of the initial post war air force. This plan was prepared in the Troop Carrier Branch of this office, and being in the nature of a requirement, rather than a training feature, is submitted without comment for optional consideration by your office.

ROBERT W. HARPER,
Major General, U.S. Army,
Assistant Chief of Air Staff,
Training.

2 Incls.
1 - Exhibit A - Tent. Org. Plan for Chief of Trng. Office.
2 - Exhibit B - Plan for Air-Marine Command

COORDINATION:

Individual Training
Plans and Liaison
Radar
Training Aids
Staff Course Branch
Troop Carrier Branch
Antiaircraft (Trng)

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Initial Post War Air Force

Chief of the Air Staff

21 April 1944

AC/AS, Training

1

OHM:bes/73192

1. Reference is made to letter, your office, subject as above, dated 4 April 1944.

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Initial Post War Air Force

Chief of the Air Staff

AC/AS, Training

2/ April 1944

1 Cont'd

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ROBERT W. HARPER,
Major General, U.S. Army,
Assistant Chief of Air Staff,
Training.

2 Incls.
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2 - Exhibit B - Plan for Air-Marine Command

COORDINATION:

Individual Training
Plans and Liaison
Radar
Training Aids
Staff Course Branch
Troop Carrier Branch
Antiaircraft (Trng)

TO: Assistant Chief of Air Staff, Plans

DATE 29 April

FROM: Chief of the Air Staff

COMMENT NO. 2

M. A. LIBBY
Colonel, G.S.C.
Secretary, Air Staff

Incl: n/c

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TENTATIVE ORGANIZATION PLAN FOR THE OFFICE OF THE CHIEF OF TRAINING

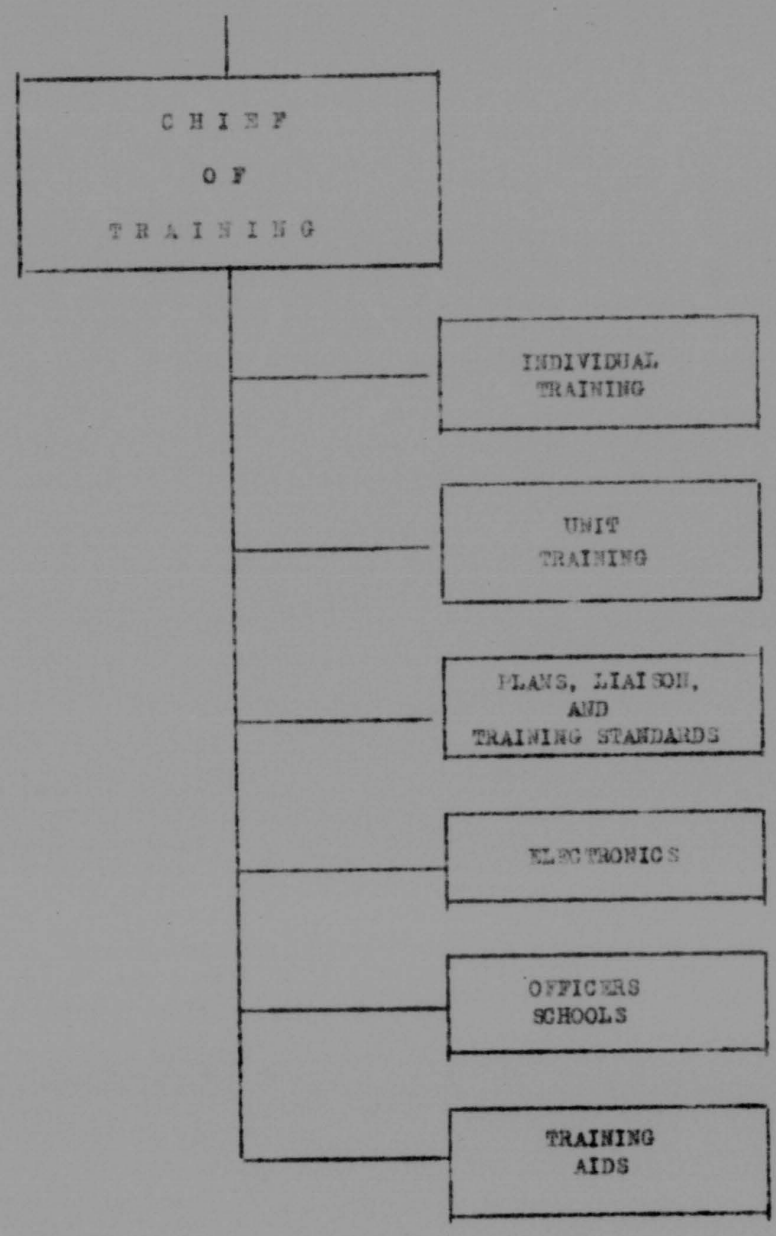

EXHIBIT "A"

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HEADQ' 'TERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post-War Air Force.

TO: AC/AS, Plans.

DATE 5 Feb 1944

FROM: AC/AS, Training.

COMMENT NO. 1.
TJD:jdg 71844

1. Reference is made to secret letter addressed to the Commanding General, AAF Training Command, subject: Post-war Air Force, dated 22 Dec 43, and to supplemental letter with the same subject addressed to the Commanding General, AAF Training Command, also to R&R from AC/AS, Plans to the AC/AS, Training, dated 20 January 1944.

2. Attached hereto are the original and second copy of the plan as requested by the Training Command. This office would like to be advised and kept up to date on any changes that might be made on the attached plan.

1 Incl
Ltr frm AAF Trng Comd
dtd 31 Jan 44 (in dup.)
w/Incls.

ROBERT W. HARPER
Brigadier General, U. S. Army.

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Post-War Air Force.

AC/AS, Plans.

AC/AS, Training.

5 Feb 1944

TJD:jdg 71844

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ROBERT W. HARPER
Brigadier General, U. S. Army.

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11-3-8 COMMENTS - IPWAF - AIR COMMUNICATIONS OFFICER

11-3-8

Responsible Officer_____

143.041A-19

23 A.F. 1945

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POST WAR DIVISION
Room 3-D130
Ext. 74024

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Responsible Officer_____

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ARMY

POST WAR DIVISION

Room 3-D130

Ext. 74024

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I N D E X

1. Initial Post-War Air Force - 6 Feb 44

2. Initial Post-War Air Force - 23 Apr 44

2-3147 MHP

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

FOR VICTORY BUY UNITED STATES WAR BONDS AND STAMPS

28 APR 1944

MEMORANDUM FOR THE CHIEF OF AIR STAFF

Subject: Initial Post War Air Force

1. As directed in par 3, letter dated 4 April 1944, subject: Initial Post War Air Force, the following comments are submitted:

a. It is noted that no mention is made of federally-recognized National Guard units. Whether such units will constitute a part of the 100% reserve pool of the Post War Air Force is not clear.

b. Provision should be made for a Joint Communications Board consisting of representatives of the Department of War, Air Force, Army, and Navy.

c. Reference is made to par 5 b, section III, DISCUSSION. If the Air Force is to be maintained as an "M" day force this implies that all organizations of the Initial Post War Air Force are to be maintained at war strength. This is an important consideration in planning personnel requirements and should be clarified.

d. Par 5 f, section III in the last sentence states the requirement, "that communications technique be highly developed and well organized." This presupposes a high degree of control at top staff levels. Such control can be provided only by inclusion of communications officers on all command and planning staffs. It is recommended that this principle be applied in planning for the Post War Air Force.

e. Reference par 6 b, section III, the broad geographic deployment of Post War Air Forces will require a world-wide communications system capable of handling a huge volume of command, administrative and operational traffic. To meet this problem a Communications Command has been provided in the Preliminary Communications Plan of the Post War Air Force.

f. Reference is made to par 9 b, section III, concerning the degree of supervision which the Training Command should exercise over the various professional and post-graduate schools. If the functional idea of organization is to be carried out it would appear desirable to keep all individual training under one command. If such training is placed under several different agencies there will be a tendency to create Branches within the Air Force, such as now exist

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in the Army. This is not considered desirable in the case of communications. Better results will probably be obtained if communications functions are diffused throughout the entire Air Force so that every command and element will have a responsibility and an interest in creating and maintaining efficient Communications throughout the Air Force as a whole.

g. The statement made in par 13, section III is questionable insofar as communications equipment is concerned. It is felt that the people responsible for research and development are best suited to recognize and correct technical deficiencies but they do not fully appreciate the problems of the people who have to use the equipment in the field. It is recommended that consideration be given to placing the Proving Ground under the supervision of the Deputy for Operations.

h. It is recommended that par 14 be changed to read as follows:

"a. It is believed that there should be an organization in the Post War Air Force designated as the Communications Command which should be responsible directly to the Commanding General of the Air Force, who will exercise policy determination and technical supervision through his Chief of Communications."

"b. The Communications Command will be responsible for those communications functions now being performed by the Signal Corps for the Air Forces and in addition will perform all functions now being performed by the Army Airways Communications System."

"c. The Communications Command should coordinate its activities closely with similar functions exercised on civil airways with the C.A.A., and should be prepared in emergency to take over entire responsibility for all U.S.-owned international airways communications, both civil and military, with minimum delay."

i. With reference to par 18 b, section III, it is recommended that a study on flying pay made in the War Department General Staff, by a board of officers headed by General (then Colonel) Hershey in 1939 be studied in connection with flying pay, etc.

j. With reference to section IV, RECOMMENDATIONS, the specific studies recommended therein have been included in the "Preliminary Communications Plan for the Initial Post War Air Force" attached hereto.

k. With reference to Chart No. 5 - DEPUTY FOR SUPPLY AND MAINTENANCE, it is recommended that the ELECTRONICS SECTION under the

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Chief of Research and Technical Development be changed to "COMMUNICATIONS AND ELECTRONICS EQUIPMENT" in order to embrace all items pertaining to Communications. It is also recommended that a communications officer and necessary assistants be provided on the staff of the Deputy for Supply and Maintenance to coordinate on communications matters pertaining to Supply, Maintenance, and Research and Technical Development.

1 Incl.
Prel. Comm Plan for
Initial Post War AF

H. M. McCLELLAND
Brigadier General, USA
Air Communications Officer

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TO: AC/AS, Plans

Date 6 Feb 44

FROM: Air Communications Officer

Comment No. 2
HHM:mmv 6324

1. The following comments on the plan outlined in the Secret letter referred to in comment no. 1, pertain only to the communication and electronic aspects of the plan:

a. This subject was discussed in some detail with General Spaatz on the occasion of his last visit to this Headquarters. General Spaatz stated to me, "whatever you do, be sure there is worked out an adequate communications organization for the Post War Air Force. We failed completely to understand the dependence our operations must have on communications and as a result have been hampered continually since the beginning of this war. See to it that we profit from the lessens of this war and do everything you can to see to it that communications does not lapse into its pre-war conditions." From an examination of inclosures A and B to the letter referred to above, it is apparent that what General Spaatz has in mind is not now provided for. It is a fact that in the present emergency, especially during the early months of the war, communications suffered for lack of an adequately trained personnel and for a sound staff organization. The difficulties of operation were further aggravated by the fact that

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most of our commanders were relatively uninformed on the subject of communications and lacked appreciation of the degree to which successful operations depended upon good communications. This situation has been greatly ameliorated as meeting the problem practically in the field, they have come to understand it and are placing their communications officers on a staff level where they are enabled to function with effectiveness.

In view of the experiences of our field commanders, as well as the experience of this Headquarters, it is felt that inclusion of communications on the staff level "F" is a grave misplacement of a function that by practical day to day operation, is proving itself entitled to a position on a staff level "C". Prior to March 1943, communications was lumped with Technical Inspection, Photography, Flying Safety and Weather. It cannot be said that it performed it's mission in a satisfactory manner. In March 1943, communications was completely broken up and from then until the formation of this office in August, little progress was made and many important matters were left without attention. Subsequent to the formation of this office, this confused condition was corrected and it is felt that greater progress has been made not only in meeting the day to day requirements, but is gradually getting into shape to meet the future requirements as well as providing for the proper introduction of complicated electronic devices, such as H2X, into combat operations. This has not been due to the knowledge and ability of any individual, but entirely due to the fact that one agency was given all the responsibility for communications and electronics and so placed in the staff organization, that leadership in planning and implementing plans could be effectively accomplished.

It would appear that in the Post War Air Force, with the extensive employment of the six Air Forces provided for in the plan, with over 17,000 officers and men in a world-wide communications system, and with the very large number of so-called signal units included in these Air Forces, that the Post War Air Force should have a Chief of Communications on the same staff level now provided in the existing Army Air Forces.

The above comments should not be construed as an expression of a feeling that communications should be glorified. It is simply that if we are to have good communications, the agency responsible must be so placed on the staff as to insure effective functioning.

b. There appears to be no provision for a communications school in the Post War Air Force; Of course there will be radio and radar school or schools, but there is no provision for a school in which communications officers can be trained as staff officers. This is essential and a plan will be submitted in the near future for such an activity.

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Post War Air Force continued

c. There appears to be no provision in the troop basis for an electronics laboratory, although on Chart 4 to Inclosure A under the Deputy for Supply and Maintenance, there is a Chief of Research and Technical Development, with a section shown as electronics. It is highly important that the Air Forces take it's own research and development as well as procurement of communications and electronic devices. The existing situation wherein the Signal Corps performs the research and development in this field, the Air Forces are continually hampered or obstructed. Furthermore, it appears that there is no provision for an activity such as the existing electronics proving unit. This is a most essential part of the research and development problem. Recommendations for an electronics research and development activity as well as an electronics proving unit, are being prepared and will be submitted in the near future.

d. At present, the Army Airways Communications System is called a wing notwithstanding the fact that it has actual command over approximately 20,000 officers and men scattered over 60,000 miles of airways all over the world. In 1944, the AACS will grow to approximately 30,000. Even after the war the proposed troop basis provided for approximately 17,000 officers and men is roughly comparable in size to an Infantry Division. It is recommended that provision be made for a communications command to replace the existing wing.

2. The letter cited in comment No. 1, with its inclosures, is under continuing study and subsequent detailed recommendations will be submitted.

H. M. McCLELLAND
Brig Gen, USA

Incl.

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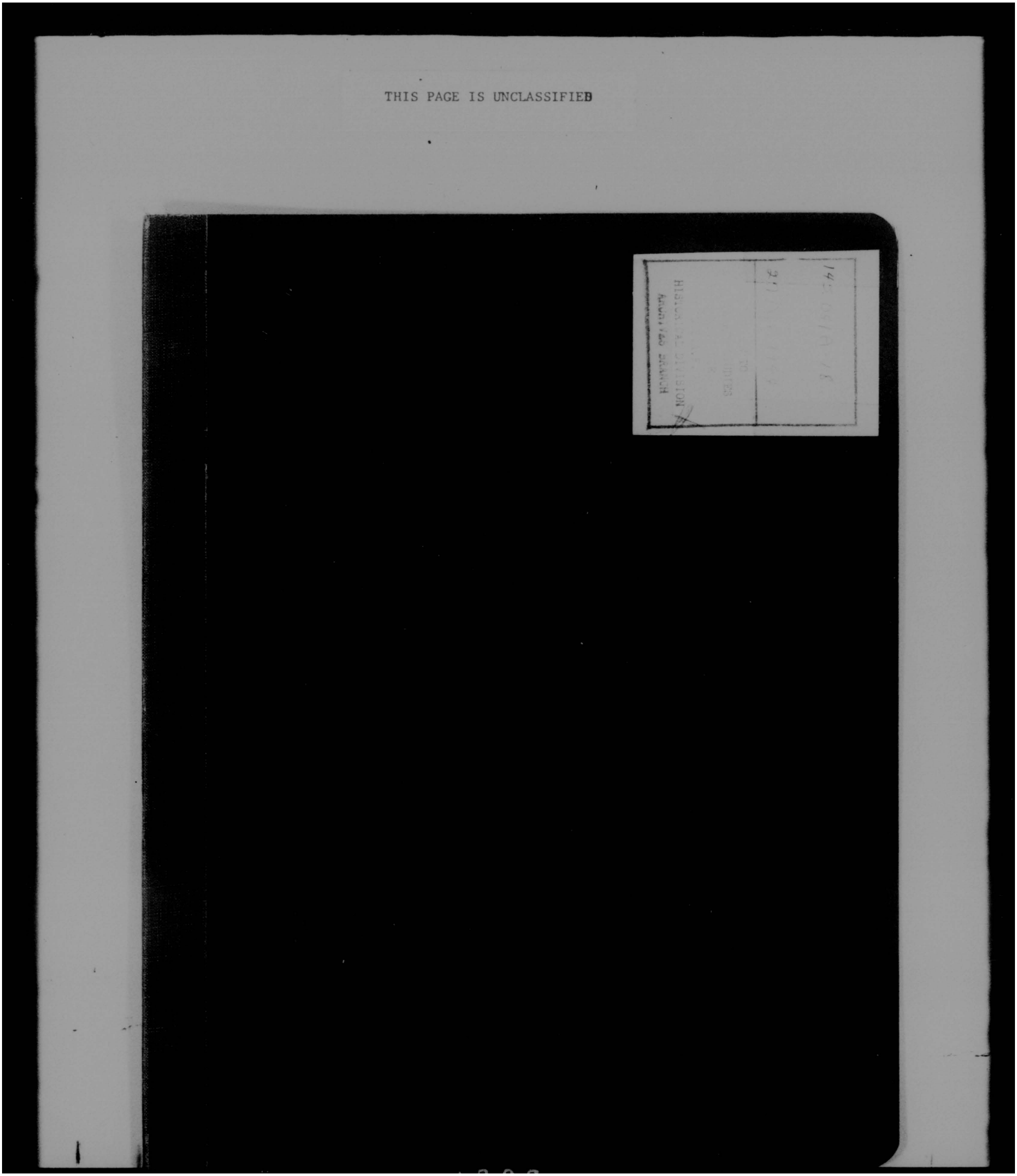

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Chart II	-	COMMUNICATIONS COMMAND
Chart III	-	COMMUNICATIONS UNITS FOR A NUMBERED AIR FORCE
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Chart VIII	-	TRAINING FLOW OF COMMUNICATIONS PERSONNEL

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COMMUNICATIONS POLICIES

I. GENERAL

a. For the purpose of this plan it is assumed that an over-all Communications Organization will be maintained under the direct operational control of the Director of Communications on the General Staff. This organization will be responsible for providing, operating, and maintaining such communications facilities as are jointly used by the Army, Navy, and Air Force. In general such facilities will include submarine cables, main line trunk facilities, and trans-oceanic government and commercial administrative radio circuits.

b. Facilities under the control of the Director of Communications may be on a common user basis, or, in some cases, specific circuits may be allocated for exclusive use by Army, Navy, or Air Force.

c. Where specific allocations are made to the Air Force it is assumed that the Air Force will be responsible for the operation and maintenance of terminals located at Air Force bases or installations. The Director of Communications will be responsible for the operation and maintenance of common user terminals located outside of Air Force bases or installation.

d. It is assumed that the Army Airways Communications System (Communications Command in Post War Air Force) will continue to function in the post war period along airways linking military airbases or serving the Air Transport Command and that communications for domestic and international civil airways will be provided by a governmental or commercial agency not under the control of the Air Force.

II. AIR FORCE RESPONSIBILITIES

Based upon the considerations in par 1, the following responsibilities of the Commanding General of the Air Force are proposed:

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By Authority of
The Commanding General
Army Air Forces
Date Initials

SUBJECT: Initial Post War Air Force Communications.

TO: Assistant Chief of Air Staff, Plans, Room 3 E 1082 Pentagon
Washington 25, D. C.

1. Inclosed herewith is a copy of a study on the integration of communications into the initial Post War Air Force. It is desired to emphasize that this is tentative and is subject to revision.

2. At the beginning of the present war, the Army Air Forces did not have an adequate communications organization. The dependence upon communications in present operations is well recognized and it is evident that plans must be laid at this time to insure that upon the termination of the present conflict, the Army Air Forces is provided with a communications plan and organization adequate to our known requirements. In order that this office may have the benefit of a wide range of experience, the attached study is forwarded for such comments and suggestions as you may care to submit. It is requested that the study be considered in the light of requirements known to you and that your comments and criticism be furnished at an early date.

H. M. McCLELLAND
Brig Gen, USA
Air Communications Officer

Incl:
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27 Apr 1944

MEMORANDUM FOR THE CHIEF OF AIR STAFF

Subject: Initial Post War Air Force

1. As directed in par 3, letter dated 4 April 1944, subject: Initial Post War Air Force, the following comments are submitted:

a. It is noted that no mention is made of federally-recognized National Guard units. Whether such units will constitute a part of the 100% reserve pool of the Post War Air Force is not clear.

b. Provision should be made for a Joint Communications Board consisting of representatives of the Department of War, Air Force, Army, and Navy.

c. Reference is made to par 5 b, section III, DISCUSSION. If the Air Force is to be maintained as an "M" day force this implies that all organizations of the Initial Post War Air Force are to be maintained at war strength. This is an important consideration in planning personnel requirements and should be clarified.

d. Par 5 f, section III in the last sentence states the requirement, "that communications technique be highly developed and well organized." This presupposes a high degree of control at top staff levels. Such control can be provided only by inclusion of communications officers on all command and planning staffs. It is recommended that this principle be applied in planning for the Post War Air Force.

e. Reference par 6 b, section III, the broad geographic deployment of Post War Air Forces will require a world-wide communications system capable of handling a huge volume of command, administrative and operational traffic. To meet this problem a Communications Command has been provided in the Preliminary Communications Plan of the Post War Air Force.

f. Reference is made to par 9 b, section III, concerning the degree of supervision which the Training Command should exercise over the various professional and post-graduate schools. If the functional idea of organization is to be carried out it would appear desirable to keep all individual training under one command. If such training is placed under several different agencies there will be a tendency to create Branches within the Air Force, such as now exist

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in the Army. This is not considered desirable in the case of communications. Better results will probably be obtained if communications functions are diffused throughout the entire Air Force so that every command and element will have a responsibility and an interest in creating and maintaining efficient Communications throughout the Air Force as a whole.

g. The statement made in par 13, section III, is questionable insofar as communications equipment is concerned. It is felt that the people responsible for research and development are best suited to recognize and correct technical deficiencies, but they do not fully appreciate the problems of the people who have to use the equipment in the field. It is recommended that consideration be given to placing the Proving Ground under the supervision of the Deputy for Operations.

h. It is recommended that par 14 be changed to read as follows:

"a. It is believed that there should be an organization in the Post War Air Force designated as the Communications Command which should be responsible directly to the Commanding General of the Air Force, who will exercise policy determination and technical supervision through his Chief of Communications."

"b. The Communications Command will be responsible for those communications functions now being performed by the Signal Corps for the Air Forces and in addition will perform all functions now being performed by the Army Airways Communications System."

"c. The Communications Command should coordinate its activities closely with similar functions exercised on civil airways by the C.A.A., and should be prepared in emergency to take over entire responsibility for all U.S.-owned international airways communications, both civil and military, with minimum delay."

i. With reference to par 18 b, section III, it is recommended that a study on flying pay made in the War Department General Staff, by a board of officers headed by General (then Colonel)Hershey in 1939 be studied in connection with flying pay, etc.

j. With reference to section IV, RECOMMENDATIONS, the specific studies recommended therein have been included in the "Preliminary Communications Plan for the Initial Post War Air Force" attached hereto.

k. With reference to Chart No. 5 - DEPUTY FOR SUPPLY AND MAINTENANCE, it is recommended that the ELECTRONICS SECTION under the

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Chief of Research and Technical Development be changed to "COMMUNICATIONS AND ELECTRONICS EQUIPMENT" in order to embrace all items pertaining to Communications. It is also recommended that a communications officer and necessary assistants be provided on the staff of the Deputy for Supply and Maintenance to coordinate on communications matters pertaining to Supply, Maintenance, and Research and Technical Development.

/s/ H. M. McClelland
H. M. McCLELLAND
Brigadier General, U.S.Army
Air Communications Officer

1 Incl
Prel. Comm. Plan for
Post War Air Force

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27 Apr 44

Initial Post War Air Force

Chief of Air Staff

1. As directed in letter dated 4 April 1944, subject: "Initial Post War Air Force" the inclosed preliminary Communications Plan is submitted.

2. This plan is based upon the information given in the General Plan together with such additional assumptions as were necessary to estimate the post war requirements for communications personnel and facilities. The troop basis and personnel estimates are preliminary only and will be subject to constant revision as more detailed information becomes available.

H. M. McCLELLAND
Brig Gen, USA
Air Communications Officer

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a. The installation, operation, and maintenance of all internal Air Force communications including world-wide command nets to subordinate Air Forces.

b. The installation, operation, and maintenance of all communications facilities required for the operation of military trans-continental and trans-oceanic Air Transport Routes. Navy and civil aircraft operating on military Air Transport Routes will utilize the facilities provided by the Air Force. It is assumed that all military routes will terminate on air bases under United States control or jurisdiction. On domestic and international civil air routes, the Air Force will utilize the same communications facilities as are provided for commercial and private air traffic.

c. The installation, operation and maintenance of liaison communications between Air Force units and subordinate units of the Army and Navy where such liaison is of primary interest to the Air Force.

d. The procurement and training of all communications personnel required by the Air Force, with the exception of such communications training as may be given to students at the Service Academy.

e. Research, development, procurement, and distribution of all communications equipment of exclusive or primary interest to the Air Forces. It is assumed that the facilities and personnel of the Army Service Forces now devoted primarily to these functions will be transferred to the Air Force. Requirements for common communications equipment will be submitted by the Air Force to the Director of Production, Procurement, and Resources.

f. The preparation and distribution of Air Force codes and ciphers. It is assumed that joint codes and ciphers will be prepared by the Director of Communications and turned over to the three Forces for distribution.

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g. The Air Force will be responsible for Air Warning in all areas jointly occupied by the Army, Navy, and Air Forces and for such areas as are jointly or separately occupied by the Army and/or Air Force. The Navy will be responsible for Air Warning in connection with fleet operations and for areas separately occupied by the Navy.

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COMMUNICATIONS ORGANIZATION
FOR
INITIAL POST WAR AIR FORCE

I. GENERAL

1. The mission of the Communications Organization of the Post War Air Force will be the provision of efficient, flexible, and rapid communications facilities for the transmission of command, operational, and administrative traffic; and the development, adaptation, and use of electronics and related communications equipment to increase the effectiveness of aerial operations.

2. A basic consideration in planning for the Post War Air Force is the creation of a communications organization which can be quickly expanded in wartime to meet the peculiar needs of the Air Force. The peacetime Air Force should contain all of the basic elements of an integrated communications organization which can be expanded quickly and simply by increasing the number and size of the elements.

3. Centralized planning and control are of the utmost importance in communications. The communications system as a whole can be no better than the intermediate networks through which the traffic must pass. No part of the system can stand alone, but instead, must operate as a closely controlled and coordinated element of the over-all communications organization. Centralized planning and control can be attained only by vesting in one head the responsibility for over-all planning and the authority necessary to implement such plans. It is assumed that in the Post War organization this responsibility and authority will be vested in the Deputy for Operations and thru him to the Chief of Communications.

4. The success or failure of Air Force tactical plans depends, to a large measure, upon efficient and rapid communications. Fighter control, air warning, navigation, and bombing are inseparably tied to com-

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munications. For this reason it is considered essential that provisions be made for the inclusion of competent communications officers on Air Staffs at all levels of Command.

II. CHIEF OF COMMUNICATIONS, HQ AF

1. The Chief of Communications will be responsible, under the Deputy for Operations, for over-all planning; the establishment of policies with respect to communications in the Air Force; and staff supervision over the execution of communications plans and communications aspects of operational plans.

2. Operating functions will be decentralized to the maximum extent possible, keeping in Hq AF only those functions which cannot be effectively performed by established field agencies.

3. The proposed organization of the Office of the Chief of Communications is shown in Chart I. The three principal division, Controls, Plans, and Communications will include only those functions which must be retained at Hq AF.

4. The Controls Division will be responsible for:

a. The preparation and distribution of operating procedures and policies, the purpose of which will be to standardize communications procedures throughout the Air Force.

b. The assignment of radio frequencies to subordinate Air Force Commands in accordance with policies prescribed by higher authority.

c. The preparation and distribution of Air Force codes and ciphers.

d. The distribution of joint codes and ciphers within the Air Force.

e. The establishment of policies and procedures for the main-

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tenance of cryptographic security and staff supervision over the execution of such policies.

5. The Plans Division will:

a. Coordinate with the Chief of Plans on all communications aspects of Air Force Operational Plans.

b. Represent the Chief of Communications on Joint Planning Boards.

c. Monitor and supervise the execution of special communications projects.

d. Analyze and make recommendations on theatre and domestic communications plans.

e. Review and make recommendations on Air Force Tables of Organization involving communications personnel.

f. Initiate new developments to meet tactical needs.

g. Review Air Force Board Reports on communications tactics, equipment, and technical applications.

h. Prepare Air Force requirements for common equipment for transmittal to the Director of Production, Procurement, and Resources. Review and make recommendations on Tables of Basic Allowances, Tables of Allowance, and Equipment Tables involving communications equipment.

i. Coordinate, review, and prepare the defense of budget estimates for communications equipment, personnel, and facilities.

6. The Communications Division will:

a. Maintain direct liaison with and exercise general supervision over the Communications Command on all matters pertaining to Aeronautical and Administrative Communications for the Air Force.

b. Maintain close coordination with other agencies exercising similar functions on civil airways systems, both international and domestic, government and private.

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c. Prepare and keep up-to-date plans for taking over in emergency entire responsibility for all U.S. owned international airways communications, both civil and military, with minimum delay.

d. Review and obtain Hq AF approval on plans of the Communications Command for Aeronautical and Administrative Systems in Continental U. S. and overseas.

III. THE COMMUNICATIONS COMMAND

1. The creation of the Air Force as a separate entity will require the activation of a field communications organization within the Air Force to carry out the functions now being performed by the Signal Corps for the Air Forces. This organization will be responsible for providing long line communications on an area or regional basis, the construction, and maintenance of which is beyond the capabilities of organic tactical units.

2. The present AACS Wing will be incorporated in the Communications Command and redesignated as "Aeronautical Service". It will perform all of the services now being performed by the AACS Wing in continental United States and overseas. The Communications Command will install, maintain, and operate, all communications facilities, including navigational aids, required for the transmission of operational, weather, and administrative traffic on all military air transport routes.

3. Headquarters, Communications Command will be located at some point outside of Washington and will operate under the direct technical supervision of the Chief of Communications, Hq AF. Field operations will be decentralized to communications wings which will be set up on an area basis. The wings in turn will decentralize operations to regional groups made up of operating and construction teams in numbers sufficient to provide aeronautical and administrative communications for the region.

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For the initial Post War Air Force, Regional Groups will be provided on the basis of one per numbered Air Force.

4. The Communications Regional Groups will be communications organizations responsible for all aeronautical and administrative communications for the region to which assigned and will install for the tactical organizations such circuits as cannot be installed by the organic communications units within the numbered Air Forces. The Communications Wings and Groups will not be placed under control of the numbered Air Forces but will be under the administrative jurisdiction of the Area Air Force Commander. Technical control will be exercised by the Communications Command. The Area Air Force Commander will be the approving authority for all Air Force communications plans for the Area, including those required by the Air Transport Command and the numbered Air Forces.

5. To eliminate unnecessary headquarters, the operating and construction elements of the Communications Command will be organized as teams, replacing such unwieldy organizations as the Signal Battalion and Heavy Construction Battalion. Each area will maintain a pool of heavy equipment and construction materials to be assigned to the teams in accordance with the requirements of the project under construction. As a general rule the heavy construction teams will be kept under the control of the Wing Commander and assigned to regional groups as required.

6. Communications for fixed Air Defense installations will be constructed by the Communications Wing as directed by the Area Air Force Commander. Operation will be by units assigned to the Air Defense Commander.

7. The Communications Command will operate, under its direct control and supervision, a Communications Training and Replacement Center at which team and organizational training will be conducted for all

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communications units except those assigned to Air Service Command. Combined training will be conducted at centers provided by the other Air Force Commands. The functions of the Communications Training and Replacement Center are discussed in detail in Tab D.

IV. TACTICAL COMMUNICATIONS UNITS

1. Based upon experience gained during the present war a proposed reorganization of the communications units within a numbered Air Force is shown on Chart III. It is contemplated that existing Air Force tactical communications units will be reorganized after the war substantially as indicated. The normal requirement for communications channels within a numbered Air Force is shown on Chart IV and IV a.

2. Because of the requirement for high mobility for Air Force units it is proposed that the responsibility for the construction of long line wire circuits between numbered Air Force Headquarters and numbered Army Headquarters be the responsibility of either the Army or the Theatre.

3. The Commander of a numbered Air Force will be responsible for the installation and operations of all communications within the numbered Air Force. Where installations cannot be made with the communications personnel and equipment organically assigned to the numbered Air Force, a request will be submitted, through the Area Air Force Commander, to the Communications Wing for the construction of the required facilities. Facilities once having been installed, the numbered Air Force Commander will be responsible for their operation.

V. RESEARCH AND DEVELOPMENT

1. The basic assumption is made that upon the creation of a separate Air Force the research and development facilities of the Army Service Forces, now engaged principally on the development of items of exclusive or primary interest to the Air Force, will be transferred in whole or in

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part to the Air Force.

2. The facilities of the Signal Corps which are recommended for transfer to the Air Force are shown in Chart V. Only a few of existing Signal Corps facilities are exclusively devoted to administration, development, or storage of Air Forces equipment. A preliminary survey has indicated that with certain transfers of personnel and equipment, but without new construction, the development, procurement, and distribution of airborne equipment could be carried out by the exclusive use of the following facilities.

a. Florida Field Station.

b. Signal Corps Aircraft Signal Agency.

(1) Aircraft Radio Laboratory.

(2) Aircraft Maintenance Division.

c. Dayton Signal Corps Procurement District and Depot.

d. Lexington Signal Depot.

e. Dayton Signal Corps Publication Agency.

3. The existing facilities of the Aircraft Radio Laboratory at Wright Field, are considered adequate for research and development pertaining to airborne communications and related electronic equipment. These facilities will not be adequate for development of ground equipment.

4. The present war has demonstrated the necessity for ground communications equipment which can be transported by air. It therefore appears probable that future Air Force communications developments will stress compactness, light weight, and air transportability. This may result in a considerable decrease in the number of common items which will be procured thru the Director of Production, Procurement, and Resources. With this possibility in mind it appears desirable that the Air Force make provision as early as possible for adequate facilities

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for ground communications research and development. Such facilities should be provided as near the Aircraft Radio Laboratory as possible, in order that both laboratories can be operated under one head to coordinate development and prevent duplication of effort. It is believed that the Air Force should not depend upon transfer from the Signal Corps of personnel to man its ground communications laboratory, but should build a new organization from the ground up, to provide a fresh view point and an unbiased approach to Air Force Communications problems.

5. Civilian employees will constitute the backbone of the communication research and development organization of the Post War Air Force. Prior to the present war, Civil Service wage scales and promotion rates were not sufficient to attract and hold competent civilian development engineers in the government service. In order for the Air Forces to keep abreast of the rapid development taking place in the communications field, it will be necessary to provide wage, promotion, and retirement incentives comparable to those of industry. A revision of Civil Service Classifications should be made prior to the cessation of hostilities so as to make possible the retention of some of the highly qualified personnel now in government service.

6. Facilities and trained personnel for service test of airborne and ground communications equipment will be required as a part of the Air Force Proving Ground, which, it is assumed, will be operated by the field agency responsible for the development, namely the Materiel Command. Because of the wide variety of the types of communications equipment to be tested at the Proving Ground it will be necessary to assign to this duty regular Air Force Communications personnel with high technical qualifications, and long and varied communications background and experience.

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7. Under the General Plan, the Air Force Board reports direct to the Deputy for Operations. It is assumed that the Chief of Communications will be responsible for review of all Air Force Board Reports pertaining to communications plans, tactics, and equipment.

VI. PROCUREMENT

1. On the premise that the Air Force will be responsible for the procurement of all communications and related electronics equipment of exclusive or primary interest to the Air Force, Chart V shows the procurement facilities now under the control of the Signal Corps which are recommended for transfer to the Air Force.

2. The Dayton Signal Procurement District, if taken over as a going concern, will prove adequate for the procurement of airborne equipment for the initial post war Air Force. It is presumed that this organization will be absorbed into the procurement activities of the Materiel Command, and that thereafter communications equipment will be procured in the same manner as all other Air Force equipment.

3. The establishment of an organization for the procurement of Air Force ground communications equipment will be more difficult. Considering, however, that the volume of procurement of this type of equipment will be small during the first two or three years after the war, these difficulties will be minimized. Although a number of communications equipments may be peculiar to the Air Force, the components of such sets, in many instances, will be common to both the Army and the Navy. This will result in competition for available sources of supply. This may not be important in peacetime but would prove to be a serious factor in time of emergency. To overcome this a system for the allocation of production facilities should be set up as soon after the war as possible so that the Air Force

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can educate and develop its facilities for war production.

4. The personnel requirements for procurement of ground communications equipment will be limited to key officers and civilians. Transfers from the Signal Corps to the Air Force should include a nucleus of experienced officers and civilians for the contracting and inspections services.

VII. DISTRIBUTION AND MAINTENANCE

1. From the view point of communications equipment it would appear desirable to maintain the Materiel Command and the Air Service Command as separate entities in the Post War Air Force. Some check is necessary to prevent the development of equipment which presents undue maintenance difficulties in the field. A check is also needed to prevent the development of a large number of types of equipment performing essentially the same functions. Such checks can best be provided when the agencies responsible for development and maintenance are separate. The size of the organizations and the scope of responsibility to be placed under one head should also be considered.

2. It is assumed that the twelve permanently established air depots will continue to operate during peacetime at reduced strength. It has also been assumed that there will be six area Air Service Commands in continental United States, and one Air Service Command for each numbered Air Force overseas. Based upon these assumptions together with the fact that a number of depots must be operated for the storage and preservation of material returned from overseas theatres, the communications personnel requirements for post war distribution and maintenance of communications equipment is shown on Chart VI. These estimates include the personnel required for the distribution and maintenance of ground equipment, which function is now being performed in part by the Signal Corps.

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3. For the purpose of this plan communications equipment is defined as all radio, radar, wire, and other means for the transmission of intelligence; all radio and radar aids to navigation; radio and radar aides to fire control and bombing; radio and radar countermeasures and related electronic facilities.

VIII. AIR FORCE TACTICAL CENTER

1. It is assumed that communications instruction and demonstration will be centralized at one of the three stations comprising the Post War Tactical Center. A strong faculty of experienced communications officers, preferably graduates of Air and Joint Staff Schools will be required for instruction on tactical communications problems and tactical applications of communications equipment.

2. It is considered necessary that a unit be provided for demonstration of tactical communications problems. A composite communications demonstration unit has been included in Chart VI. Requirements for officer and enlisted instructors have also been included in the same chart.

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COMMUNICATIONS PERSONNEL

I. REQUIREMENTS

1. Based upon the information given in the General Plan, the requirements for Air Force communications organizations and activities for the initial Post War Air Force are shown in Chart VI. Using this chart as a basis the total requirements for communications personnel has been broken down by specification serial numbers as shown on Chart VII. This chart represents only a preliminary estimate for planning purposes and will require continual revisions as the details of the Post War Air Force become known. The specific geographic locations of tactical units, designation of military Air Transport routes, number and location of continental and overseas airbases, the extent of air warning and fighter control systems, and many other factors must be definitely known before final computations on communications personnel requirements can be made. In arriving at the figures shown on Chart VI and Chart VII a number of necessary assumptions were made on the probable distribution and location of Air Force units in the Continental, Pacific, and Atlantic Areas. For preliminary planning purposed it has been considered desirable to show probable maximum requirements so that future revisions will result in downward, rather than upward adjustments. This procedure will result in minimizing the effect of revisions on the plans prepared by other Air Force activities, such as the Training Command.

2. From the figures shvon in Chart VII, it is apparent that approximately one out of every eight members of the Post War Air Force, including both officers and enlisted men, will be a communications specialist engaged primarily on communications work. This ratio is in substantial agreement with that of the existing wartime Air Force.

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3. a. Three basic assumptions are made in the General Plan as follows:

(1) That the initial Post War Air Force will consist of 50% regulars and 50% reserves on active duty.

(2) That technical training will be given to regular Air Force officers and three year enlistees only.

(3) That only regulars and two year enlisttes will be placed on foreign service.

b. It appears extremely doubtful that these assumptions can be made ot apply to communications personnel. The plan assumes that 50% of the tactical groups will be in the Continental Area and the remaining 50% overseas. If this assumption is correct it automatically follows that practically all of the regular personnel will be on duty overseas and that the Continental Area must be manned albert wholly by reserves on active duty, since only a minor number of reserve enlistees will be eligible for foreign assignments. A relatively larger proportion of the total communications personnel will be required on foreign service because a large part of the Communications Command, consisting mainly of aeronautical and administrative communications teams and construction units, will be required along Air Transport routes and at foreign installations where commercial communications facilities are not available. This means that the overseas component of the Air Force communications organization must exceed 50% of the total communications personnel of the Post War Air Force. It is estimated that approximately three-fourths of the total communications organizations will be required for foreign service. Since it appears unlikely, under the basic assumptions, that the regular communications force can be maintained at three-fourths of the total, some provision must be made under which 50% of communications reserves will be required to serve for a period of two years on active duty, thus making them eligible for overseas assign-

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ments. This would permit intensive technical training during the first year and foreign service during the second year. A two year active duty requirement would prove a severe obstacle if applied to communications personnel only. In view of the technical complexity of all Air Force operations, it is recommended that consideration be given to applying the two years active duty principle to all Air Force inductees. This would allow a reasonable period for basic and individual training and for duty in an operational organization.

4. Women are exceptionally well fitted for the performance of certain communications jobs such as, switchboard and teletype operators, cryptographic clerks, message center clerks, control tower operators, and to a limited extent radio and radar operators, both on the ground and in air transport planes. Excluding requirements for assignment to combat organization and forward area communications units, about 60% of all remaining communications assignments could be efficiently performed by well trained WAC officers and enlistees. For planning purposes it is recommended that 15% of the post war communications personnel be women. Because of the disinclination of colored women to engage in technical study it is considered desirable that the female component of the communications organization be confined to white citizens of the United States.

5. Past experience has shown that the use of colored enlisted personnel in communications is limited to those jobs involving construction. Assuming that approximately 9% of the post war Air Force will be colored, this percentage of the total communications personnel could be readily absorbed by the activation of colored construction and maintenance teams. Any assignment of colored personnel in excess of 9% of total communications personnel would create a serious problem.

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II. SOURCES OF COMMUNICATIONS PERSONNEL

1. The officer personnel to make up the immediate post war Air Force will, for the most part, have to come from officers now in the military service. Since a large number of the communications officers now with the Air Force are regular, reserve, and emergency Signal Corps officers, plans must be made prior to the cessation of hostilities for the transfer of a number of regular Signal Corps officers to the Air Force and the granting of regular Air Force commissions to a number of reserve and emergency officers.

2. To provide for proper selection of the officers to be transferred to or commissioned in the regular Air Force, it is imperative that steps be taken without delay to examine the qualifications of the officers now with the Army Air Forces and to classify by age, rank, and SSN numbers those considered eligible for retention in the regular Air Force. The 66-2 forms of all communications personnel on duty with the Army Air Forces should be brought up-to-date as soon as possible and adequate information should be entered thereon to provide a sound basis for selection. When this has been completed a Selection Board should be constituted to study the qualifications and recommend classification of the officers involved. It is recommended that a project be immediately established in the Office of the Chief of Personnel, Hq AAF for the purpose of obtaining and entering up-to-date and complete information on Form 66-2. It is recommended that in the case of Regular Signal Corps officers on duty with the Air Forces, consideration be based upon qualifications, experience, and efficiency rating, without regard to age. In the case of reserve and emergency officers the granting of permanent commissions should, as a general policy, be limited to officers under 27 years of age. Exceptions to this policy may be made in cases of exceptional qualifications in some specific field of communications.

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3. Certain incentives, which are now lacking, must be provided in the Post War Air Force to attract qualified personnel into communications activities and to retain them in those activities. Pay, promotion, opportunities for flying ratings, and authority to command must be provided to communications personnel on an equitable basis. If this is not done it will not be possible to attain a homogenous, closely knit, and unified Air Force. Promotion for ground officers and enlisted personnel must be on the same basis as for flying personnel. The whole question of flying pay must be given careful consideration. As a general policy it would appear desirable to provide additional compensation entirely on the basis of "skills". Whether such skills were applied on the ground or in the air would be immaterial. By this method ground personnel could obtain ratings comparable to the present air ratings.

4. One of the primary objections which has been raised against the Signal Corps furnishing communications to the Air Forces has been that the ground officer does not, and cannot, appreciate or understand the problems of the pilot. This valid objection should not be carried into the Post War Air Force. It is therefore recommended that at least 50% of all communications officers be given pilot training. After a year or more of duty as a pilot these officers could then be assigned to ground communications activities. In the initial Post War Air Force the ratio of non-rated to rated communications officers will be extremely high. This should be overcome as early as possible after the war by increasing the number of communications officers receiving pilot training until the ratio of 50% pilot rated communications officers has been attained. In making selections of officers to be given regular commissions in the Air Forces, consideration should be given to physical qualification for flight training.

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5. a. After the initial Post War Air Force has been established the primary sources of communications officers, both for the Regular and Active Reserve components of the Air Force will be:

(1) The Air Academy.

(2) R.O.T.C. Communications Units.

(3) Officer Candidate Schools.

b. The Air Academy will supply regular officers only, and those not in sufficient numbers to meet all requirements. Based on the figures contained in Chart VII, there will be approximately 13,619 communications officers in the Air Force, of which number 6,809 would be Regulars. Assuming an annual attrition rate of 9% for regular officers and three years active duty for reserve officers the necessary annual intake would be;

Regular Officers	619
Reserve Officers	2269
Total Annual Replacement	2888

c. Assuming an annual graduation of 1000 from the Air Academy and 700 from Officer Candidates Schools it is considered unlikely that more than 20% or 340 of these graduates would be qualified for communications. This would leave a balance of 2548 to be obtained annually from R.O.T.C. sources. Considering the additional demands of the Army and the Navy this represents an extremely heavy requirement for communication graduates. In order to avoid difficulties in obtaining communications graduates, every effort should be made to establish Air Force R.O.T.C. units in at least ten of the leading electrical engineering colleges in the United States, and if possible these units should be set up prior to the establishment of units by the Army and the Navy. The training in R.O.T.C. units is further discussed in Tab D- Training.

6. Enlisted personnel. a. The over-all requirements for enlisted communications personnel by Specification Serial Numbers are as shown in Chart VII.

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Of this number 50% or 60,191 will be regulars and the balance active reservists. The immediate requirements for the initial Post War Air Force will, for the most part, have to come from enlistees now in the service. Assuming that the enlisted personnel now in the service will be eligible for discharge six months after the cessation of hostilities, two courses of action will be available to maintain the Air Force at its post war strength.

(1) By inducing a number of men now in the service to enlist in the regular Air Force and by inducing a number to join the Air Force Enlisted Reserve and remain on active duty for an additional year.

(2) By the passage of a peacetime Selective Service Law which will permit the immediate induction of new recruits.

b. It appears unlikely that a large number of communications personnel will voluntarily enlist prior to or within six months after the cessation of hostilities. This method can not be depended upon as a means of obtaining the required number of enlisted men. Many good jobs will be open in communications industries when the war ends, and men with training can be expected to leave the service at the earliest opportunity.

c. The immediate passage of a peacetime compulsory service law would not solve the problem since the better part of a year would be required to train the new selectees. The only apparent solution appears to be the granting of authority to the Air Force to retain men in the service for a long enough period to permit the induction and training of replacements in such numbers as are required to maintain the Air Force at Post War strength.

d. The primary sources of enlisted communications personnel will be through voluntary enlistment and Selective Service. The recruiting service of the Army Air Force should provide for careful classification of recruits according to occupational skills. It is considered important that all recruits with communications experience or schooling in electrical engineering

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be assigned without delay to communications technical training schools, or if qualified, to communications activities.

g. The American Amateur Radio Relay League constitutes the largest single source of radio operators and enthusiasts. During peacetime the Signal Corps sponsored the Army Amateur Radio Service. Several factors rendered this service ineffective as a means of creating a pool of communications personnel immediately available to the Army in emergency. These factors were:

(1) The War Department provided no funds for the operation of the system.

(2) The Army had no enlisted reserve. The Navy had such a reserve and, as a result, was able to take over the cream of the amateur radio operators when war was declared.

(3) Radio amateurs contributed both their time and equipment to the Army Amateur Radio System without any recompense whatsoever.

f. In order to encourage radio amateurs and to utilize them effectively for national defense, the Air Force should take early action to organize an Air Force Amateur Radio Reserve Wing. Necessary funds should be provided to foster and encourage enlistment in this Radio Reserve through publication of technical bulletins on Air Force communications equipment; provision of equipment for the establishment of amateur control net stations; frequent periods of active duty during which opportunity would be given to operate the equipment in the air and on the ground; a system for the promotion of enlisted reservists based on the degree of skill attained in communications activities; nationwide radio alert problems in which all amateurs could participate, etc. If properly managed such a reserve will provide one of the principal sources of enlistments of communications personnel in the Regular Air Force and in the Active Reserves.

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g. As shown on Chart VII there will be approximately 120,383 enlisted communications specialists in the post war Air Force. On the assumption that 50% of this number will be in the Regular Air Force and 50% in the Active Reserve, and that of the Active Reserve 50% will be two year enlistees, the following annual intake of communications personnel will be required. These figures are based on the assumption that 25% of the regulars will reenlist, necessitating 75% replacement every three years or 25% replacement annually.

Regular Air Force	13,311
Active Reserves	39,931
Total Annual Intake	53,242

This figure (53,242) represents the annual communications enlisted training load for the Post War Air Force. Training is discussed in detail in Tab D.

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COMMUNICATIONS TRAINING

I. GENERAL

1. For the purpose of this plan it has been assumed that the Training Command will be responsible for all individual training both in Air Force training schools and civilian institutions, including R.O.T.C. units. The Training Command will be responsible for turning over trained individuals to the other commands of the Air Force, and will be charged with the establishment and operations of such schools and facilities as are necessary to meet the requirements of the Air Force for trained individuals. The Training Command will also be responsible for the procurement of personnel and classification thereof.

2. The operational commands will be responsible for team, unit, and combined organizational training of the individuals received from the Training Command. The command having primary interest will be responsible for team and unit training and will turn over trained units to the command responsible for combined training. For example all purely communications units will be given team and unit training at a training center operated by the Communications Command. The trained teams and units would then be turned over to the Command in which they will serve, such as Bomber, Air Support, Fighter, etc., for combined training as an element of a larger organization.

3. The Chief of Communications will be responsible for individual training of communications personnel only to the extent of staff supervision over the type and content of the courses to be given, and the establishment of proficiency standards for technical communications personnel. Methods of instruction, length of course, etc. to meet these proficiency standards will be determined by the Training Command. As a staff representative of the Commanding General of the Air Force, the Chief of Communications should be authorized to conduct inspections of all individual communications

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training activities and to make recommendations for increasing their efficiency.

II. TEAM AND UNIT TRAINING

1. The Chief of Communications will be charged with policy making and technical staff supervision over the training of communications teams and units. The Communications Command will be responsible for carrying out the training policies of the Chief of Communications.

2. As a means of carrying out its training responsibilities, the Communications Command will operate a Communications Training and Replacement Center, and as an adjunct thereto, an Overseas Replacement Pool.

3. The primary function of the Communications Training and Replacement Center will be to train all communications teams and organizations required by the Air Force, except Air Service Command units. Air Service Command Units are excepted on the assumption that the present Signal Companies Depot, Avn. and Signal Companies Service Group will be abolished and the personnel absorbed into the Depot and Service Groups.

4. It does not appear that unit training will be carried on to any great extent in peacetime since units once assigned to overseas or continental bases will remain fixed. Replacements will be furnished on an individual basis. It is considered important, in view of the large annual turn over of personnel from active to inactive reserve, that some means be provided to give individuals some unit training prior to reporting to an operational organization. This can be accomplished by organizing the individuals received from the Training Command into provisional teams and units for training purposes. This method should do much toward standardizing communications procedures and operations throughout the Air Force.

III. OFFICER TRAINING

1. All communications officers of the Post War Air Force, both Regular

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and Reserve, should be electrical engineering graduates or recognized universities and colleges. Two years college training is not considered adequate for communications officers. The necessary background of mathematics and electrical engineering cannot be acquired in two years college training.

2. Post graduate courses at technical colleges should be provided for selected Regular Air Force officers. This post graduate training should be given after one or two years of active duty. Such training will be especially necessary for graduates of the Air Academy assigned to communications duties, since the course at the Service and Air Academies will be of a general nature.

3. Short courses of training should also be provided through arrangement with commercial concerns such as American Telephone and Telegraph Company, Bell Laboratories, Radiation Laboratory, Radio Coperation of America, and at factories producing communications equipment. The primary purpose of such courses being to acquaint Air Force communications officers with standard commercial practices.

4. In view of the extremely important role of communications in tactical operations it is considered essential that communications officers be placed on all planning staffs within the Air Force. Officers familiar with Air Force communications problems should be on the General Staff and on the top staffs of the Army and Navy. To provide qualified officers for these assignments a fairly large number of communications officers should be trained in Air Force Staff and Tactical Schools and in Joint Staff Schools. The ratio of nine rated students to one non-rated student at Air Force Staff Schools as set forth in the Training Command Annex of the General Plan, is considered to be inadequate unless it is assumed that 50% or more of the communications officers are rated.

5. Since reserve officers will not be given post graduate training it is

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essential that R.O.T.C. officers be obtained from only those colleges giving complete courses in electrical or communications engineering. Such colleges are limited in number and the size of graduating classes is relatively small compared to demand. Severe competition for qualified graduates can be expected for a number of years after the war. The Army, Navy, Air Force, and industry must divide the output of the colleges. Planning should begin at once in the Air Force for the establishment of at least ten R.O.T.C. communications units. Every means available should be used to promote the interest of students in Air Force communications problems. Many students now going into power industries could be diverted into communications if the proper steps were taken to gain their interest during the early years of college. Steps should be taken at the end of the war to adequately equip Air Force R.O.T.C. units with complete sets of Air Force communications equipment for instructional and demonstration purposes. Excess equipment thus utilized would pay good dividends.

6. After completion of three years active duty training, communications reserves should be maintained in active reserve status for at least fifteen years. Assuming that they graduate from college at the age of 22 they would be only 37 when transferred to the inactive reserve, up to which time they would be capable of active service in time of war. The older reserve officers would bring into the Air Force, in times of emergency, a valuable background of communications experience.

IV. ENLISTED TECHNICAL TRAINING

1. Chart VIII shows the proposed training flow of enlisted communications personnel. It is assumed that classification would take place prior to entrance into the basic training schools. Upon completion of the basic training course all individuals classified as suitable for technical training would be sent to the communications technical school for which best qualified. Those not suitable for technical training would be sent to non-technical communications schools such as code, message center, lineman, etc.

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2. Since a large part of the regular communications personnel will be on duty at foreign stations it will be necessary to give technical training to approximately 50% of the selectees. This will be necessary in order to man the communications activities in Continental U.S. This is an added reason for a two years active duty period for reserves.

V. ANNUAL COMMUNICATIONS TECHNICAL TRAINING LOAD

1. Reference is made to page 4 of Training Command Tab C in which the assumption is made that only 50% of Regular Air Force personnel will require technical training and the further assumption is made that none of the reserve enlisted personnel will be given technical training. It is estimated that 85% of the regular communications enlisted personnel must be given technical training. As indicated in Tab C at least 50% of reserve communications specialists must be kept on active duty for two years, and of the two-year reservists approximately 85% must be given technical training. The annual technical training load for communications specialists then becomes:

Regular Army	11,314
Active Reserve	16,970
Annual Training Load	28,284

This figure is considerably in excess of the estimate of 10,361 contained in Tab C of the Training Command Plan. The principle source of difference being that no provision was made by the Training Command for the technical training of communications reservists. The estimates of the Training Command for regular communications officer training appear to be adequate but no provision is made for technical training of reserve officers. If reserve officers are to be on active duty for three years it is considered essential that a part of these officers be given training at technical Air Force schools. Provision should be made for training approximately 350 per year which is about 15% of the annual intake of reserve officers.

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2. The plan of the Training Command to centralize technical communications schools at one location is concurred in. This will permit greater use of available equipment and will simplify coordination of instructional material and teaching methods. The plan of the Training Command bases the length of the various technical courses upon experience during the present war. It is felt that, in peacetime, the length of the courses should be extended to provide for more thorough grounding in basic technical subjects.

3. It is considered necessary also that refresher courses be provided for communications enlisted technical specialists. This is especially true in the radar field where rapid advancements are being made and new types of equipment are introduced at frequent intervals. Such courses could be given as an adjunct to established schools.

4. Enlisted men in the active reserve will rapidly lose contact with communications after their release from active duty training unless provision is made to call them back to active duty at frequent intervals. Two weeks active duty training per year is considered a minimum requirement for technical communications specialists.

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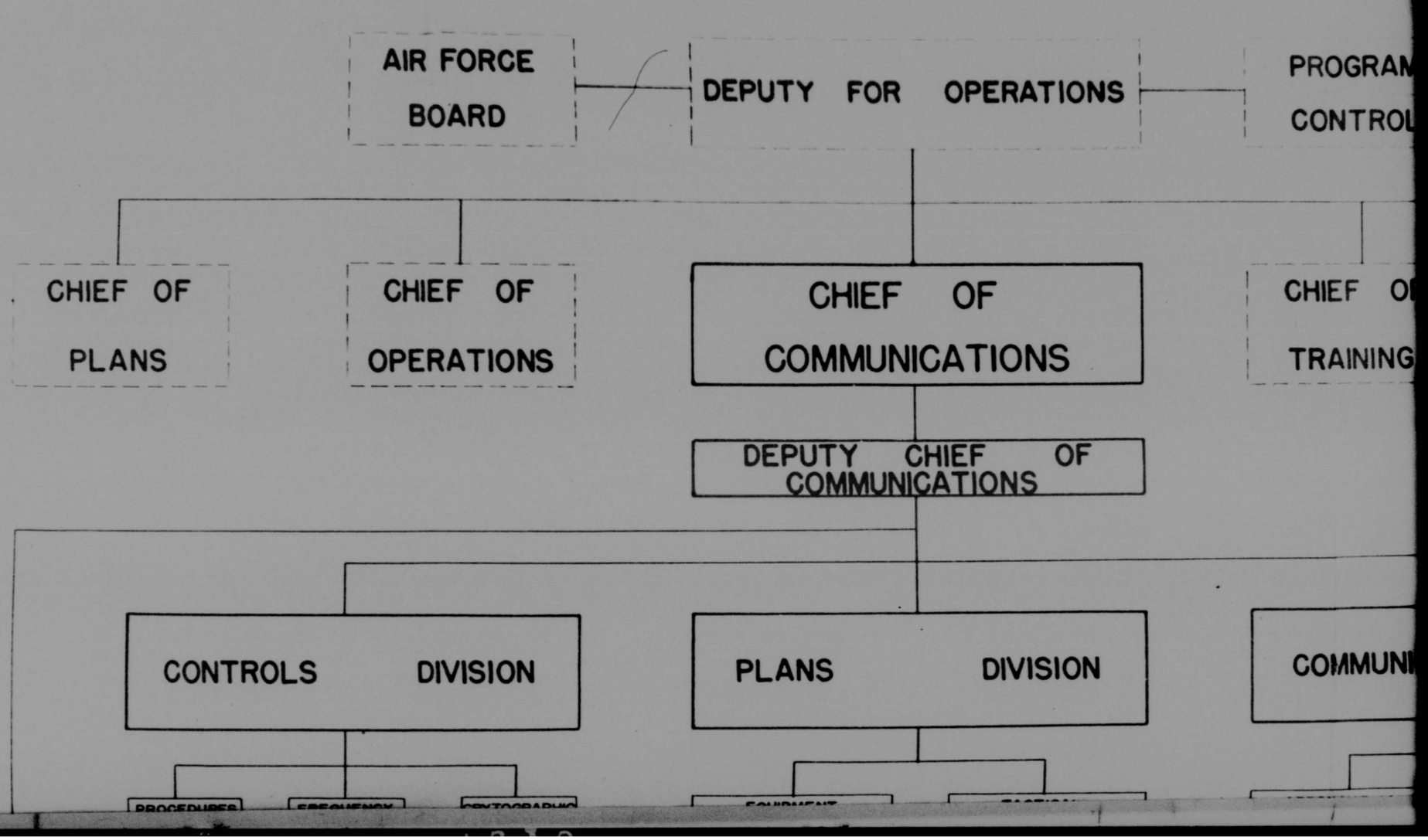

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CHIEF OF COMMUNICATIONS

PROPOSED ORGANIZATION FOR POST WAR AIR FORCE

CHART I

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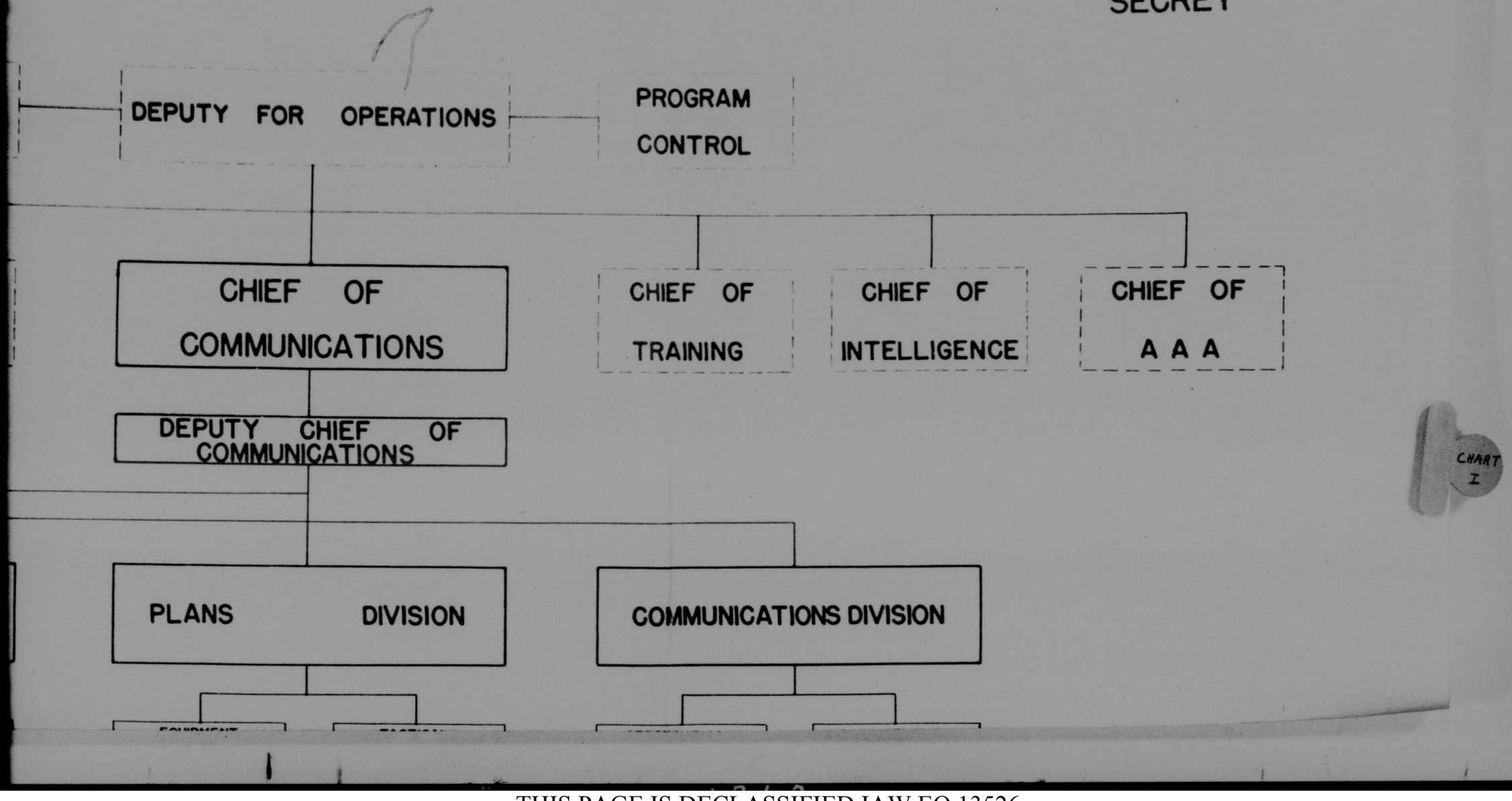

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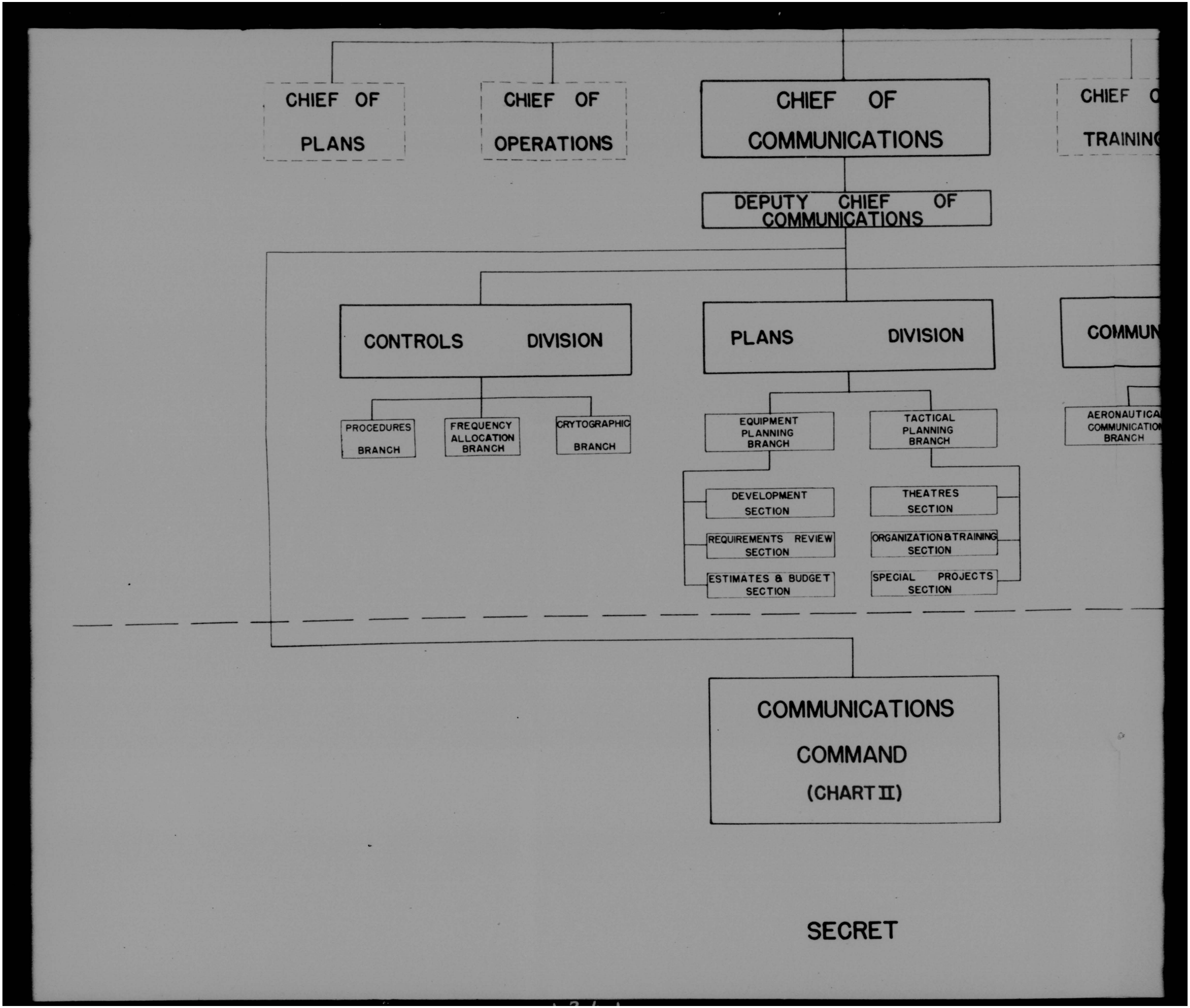

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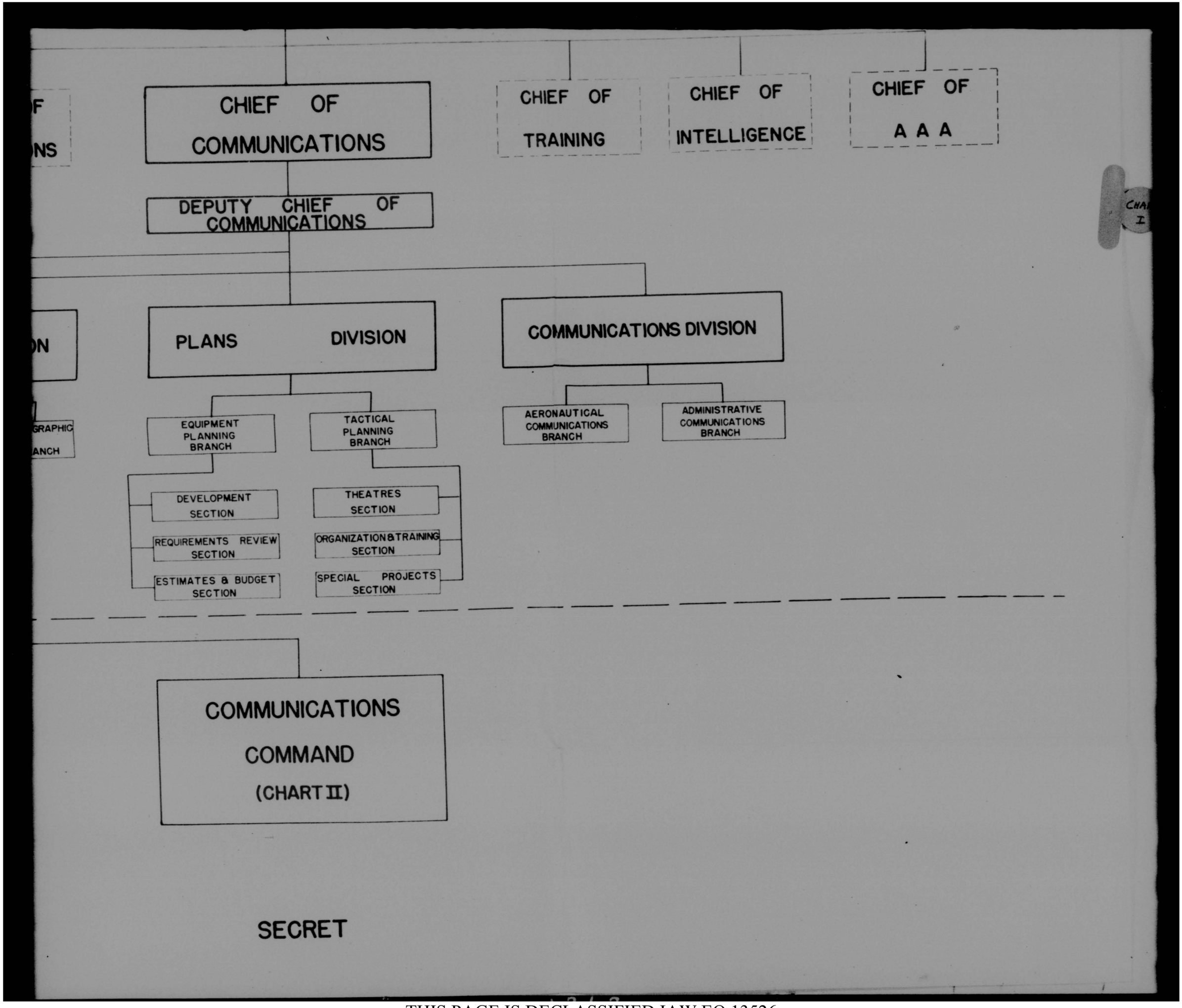

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COMMUNICATIONS COMMAND
PROPOSED ORGANIZATION FOR POST WAR AIR FORCE

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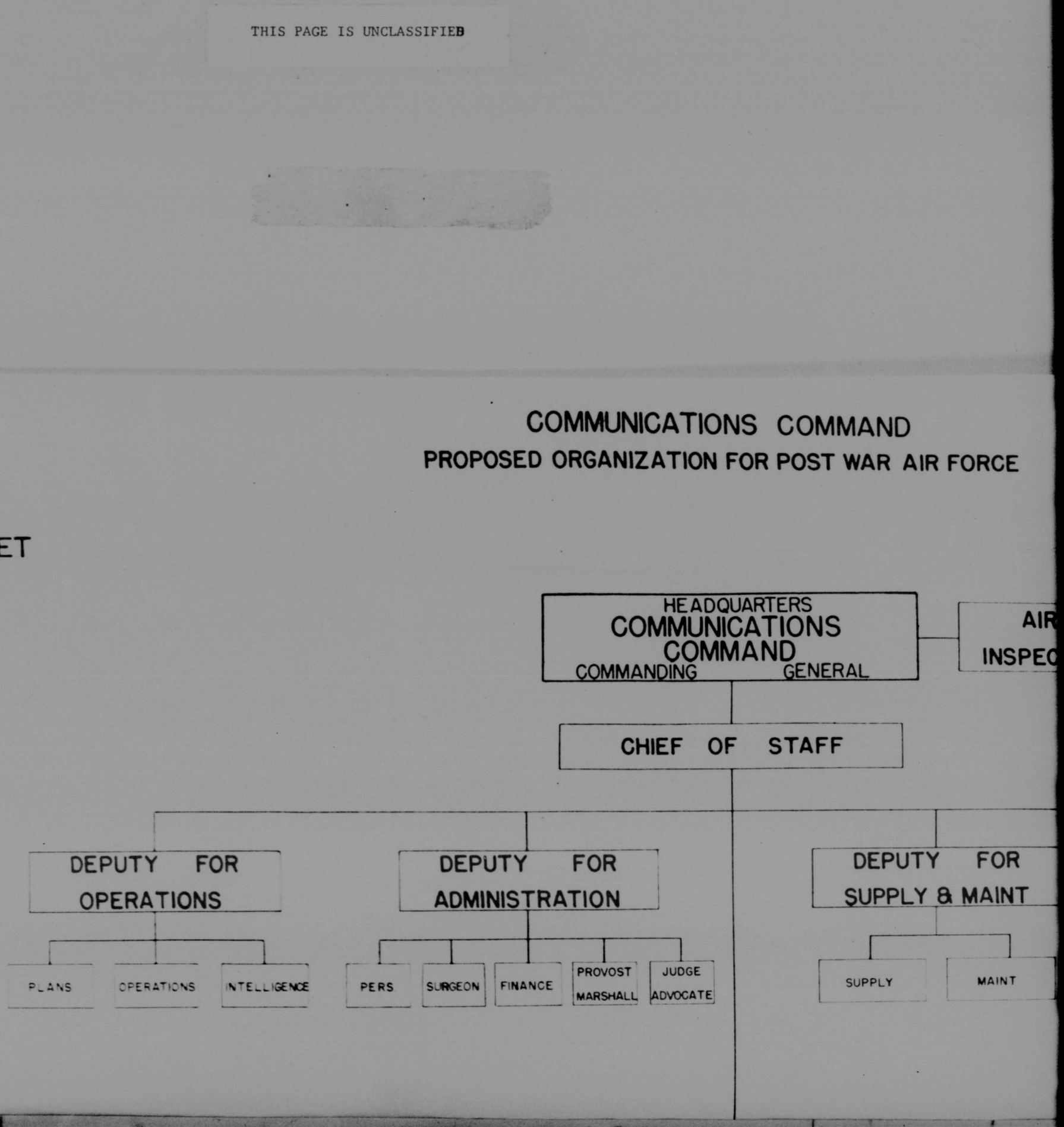

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COMMUNICATIONS COMMAND

OPOSED ORGANIZATION FOR POST WAR AIR FORCE

CHART II

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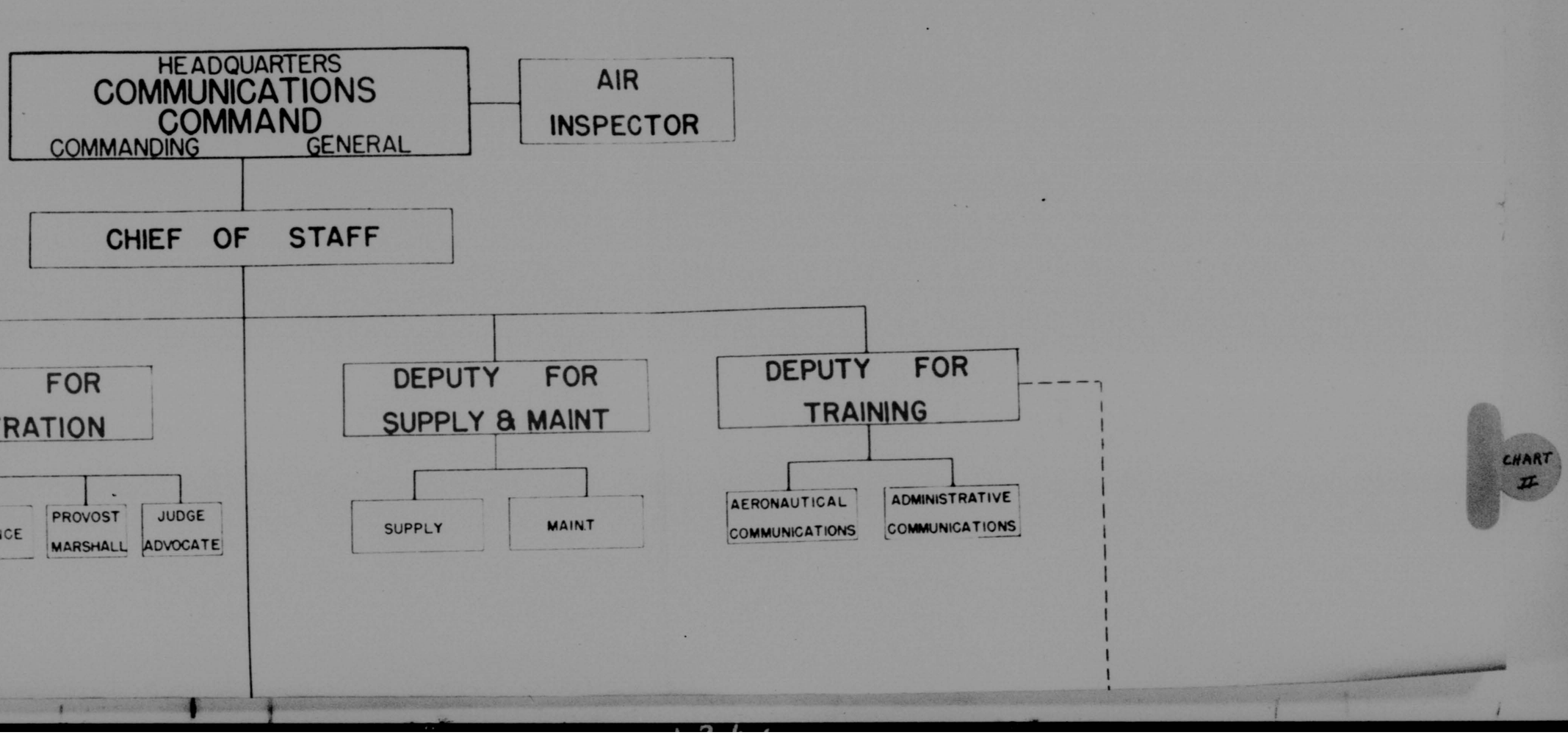

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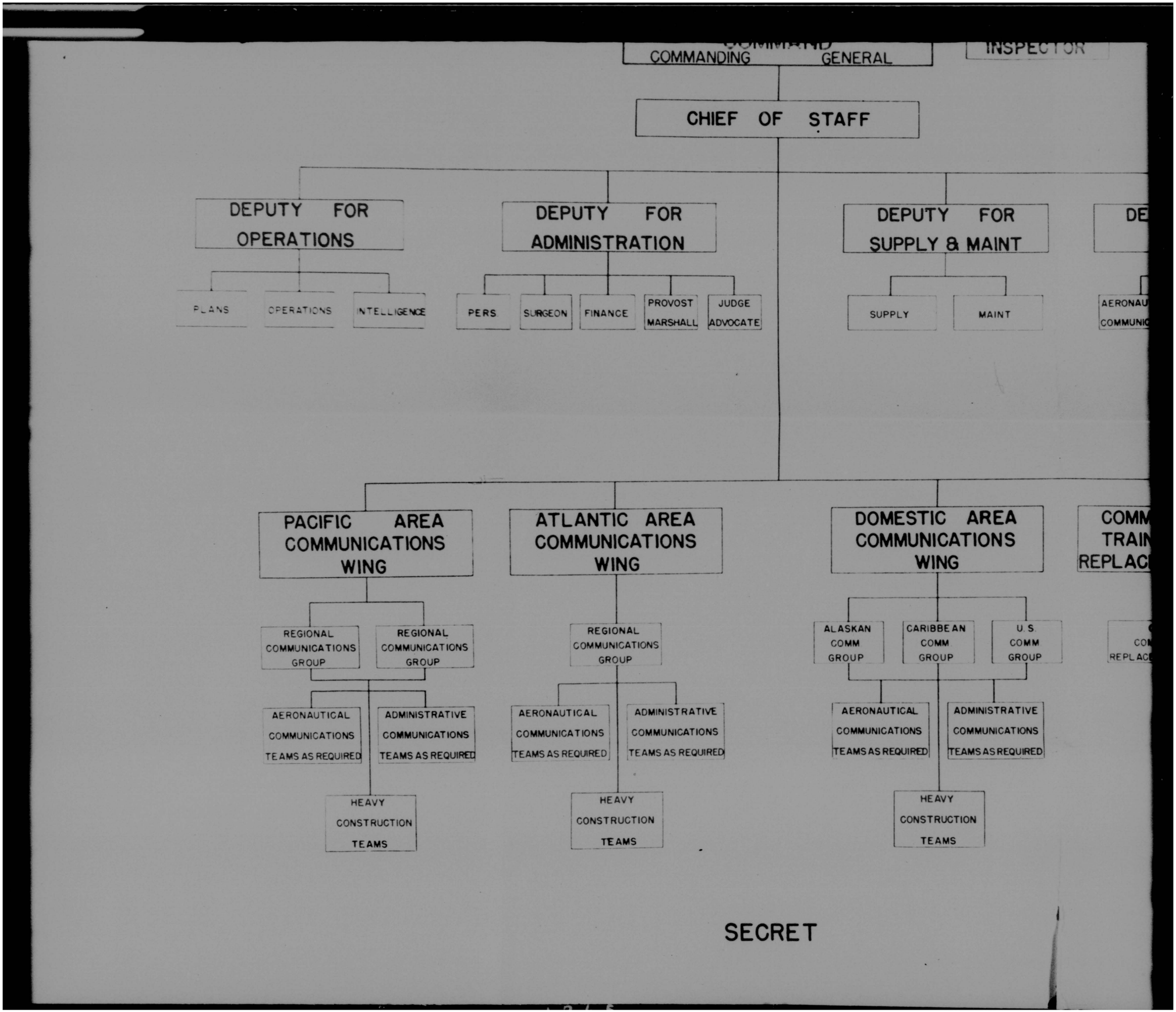

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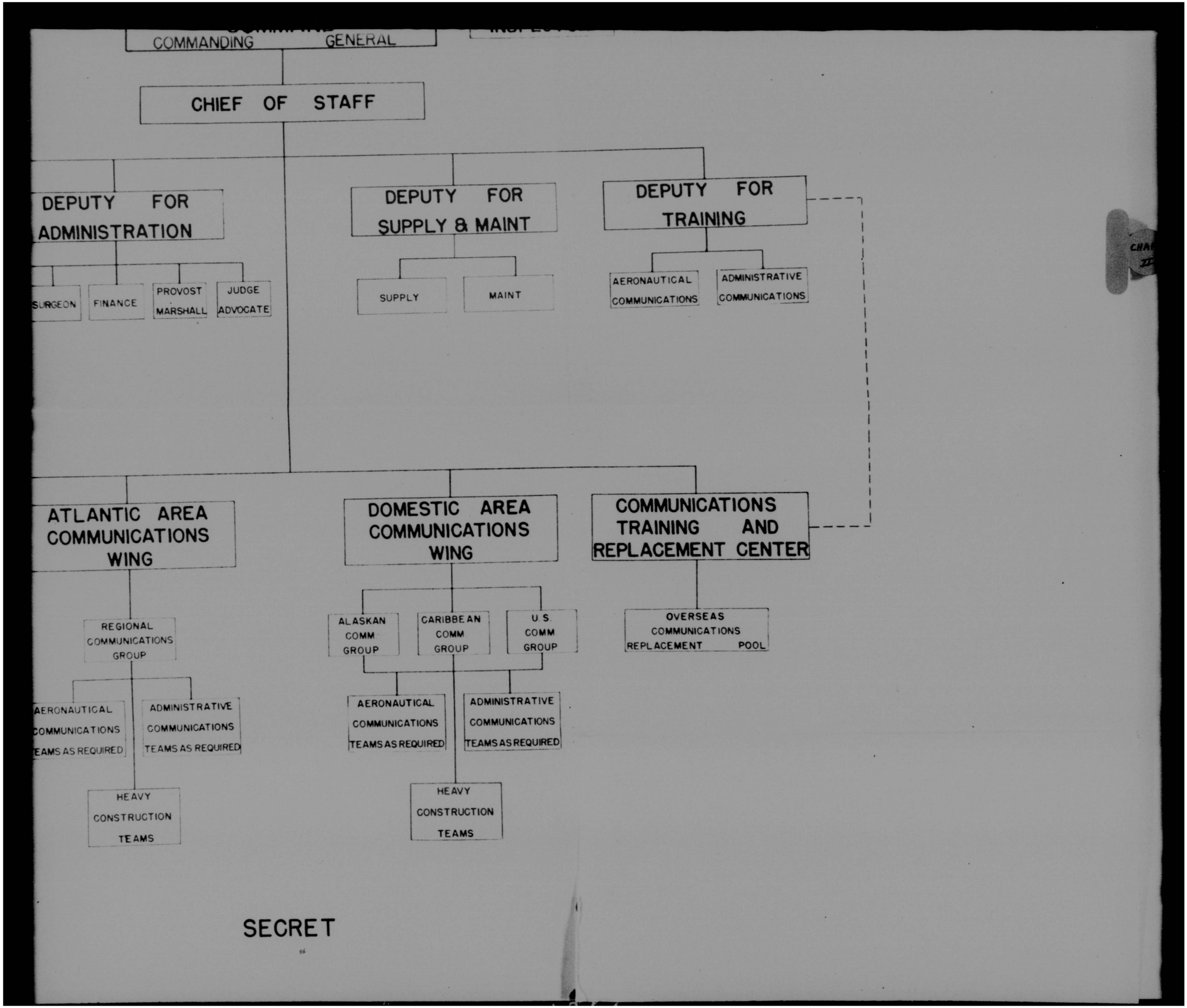

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ORGANIZATION AND FUNCTIONS OF COMMUNICATIONS
WITHIN A TYPICAL (OR NUMBERED) AIR FORCE

1. Air Force Communications Officer.

Officer and Staff are responsible for overall Air Force planning and coordination with other Services.

2. Air Force Communications Wing.

This unit is responsible for carrying out Air Force Communications Officer's plans.

3. Combat Command Communications Officer.

Officer and Staff are responsible for Combat Command Communications. The Staff may be augmented to include the specialists required by the Command's assigned mission.

4. Combat Wing Communications Officer.

Officer and Staff are responsible for Combat Wing Communications. In addition, he exercises technical supervision over the activities of the Communications Section of the Wing Depot with regard to operation of its message center, maintenance facilities, and storage and issue of supplies.

5. Combat Group Communications Officer.

This Officer is responsible for Group Communications in all its aspects.

6. Headquarters Communications Section.

This Section of the Air Force Communications Wing is responsible for operating and installing the Headquarters Communications Net down to each subordinate

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Command and supplying purely Air Force circuits to adjacent Army and Navy organizations. This organization corresponds to the present Signal Company Air Force but has the additional function of furnishing teams to subordinate Commands, as may be required to operate their long distance circuits.

7. a. Ground Radar.

This Section of the Air Force Communications Wing has assigned to it all Air Defense Units in the Theatre. These units are attached to the subordinate Commands as may be required to fulfill the missions assigned to them.

b. Airborne Radar and RCM.

This Section of the Air Force Communications Wing coordinates all plans for the use of airborne Radar and RCM and sees that the necessary steps are taken to carry them out.

8. Wire Construction and Construction Teams.

Implementation of all wire planning and its construction is done by this Section of the Air Force Communications Wing. Its wire teams are attached to the normal Combat Echelons to install or maintain their various wire circuits.

9. Combat Command Communications Group.

The functions of the Headquarters Section, Combat Communications Group, are similar to the Headquarters Communications Section, Air Force Communications Wing, in that it operates all wire and radio nets from the Combat Command to its subordinate Headquarters. The present organization performing these functions is equivalent to a Signal Company Aviation. This Group may be augmented by a Radar and RCM Section, depending upon the mission assigned to the Command by Air Force Headquarters.

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10. Wing Communications Squadron.

This organization is equivalent to a Signal Company Wing. It performs functions as indicated for Air Force Headquarters Communications Section, Communications Wing and Combat Communications Group.

11. Depot Communications Squadron.

This organization is equivalent to the present Signal Company, Depot Aviation. It operates the Depot Message Center, performs 4th echelon of maintenance and is the source of supply and issue for all communications equipment required by the Combat Wing and its subordinate Groups.

12. Group Communications Squadron.

This Squadron performs all ground operating communications functions required by the Combat Group except those pertaining to aerial navigation.

13. Maintenance Squadron.

The Communications Section of this Squadron does all 1st, 2nd and 3rd echelons of maintenance for the Combat Group.

14. Supply Squadron.

The Communications Section of this Squadron provides all communications supply required by the Combat Group.

Note: (12, 13, 14)

Communications personnel for a Combat Group are derived from the following present organizations:

Flight Echelon of the Group and its Squadrons
Ground Echelon of the Group and its Squadrons
Signal Company, Service Group

normally assigned to each Combat Group. These personnel are divided in the

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following manner:

All flight operators are assigned to the various flight Squadrons.

All ground operating personnel are assigned to the Group Communications Squadron. (12).

All maintenance personnel are assigned to the Maintenance Squadron. (13).

All supply personnel are assigned to the Supply Squadron. (14)

15. Radio Squadron Mobile.

This Combat Intelligence organization is assigned to the Air Force Communications Wing and its operation is supervised by the Wing.

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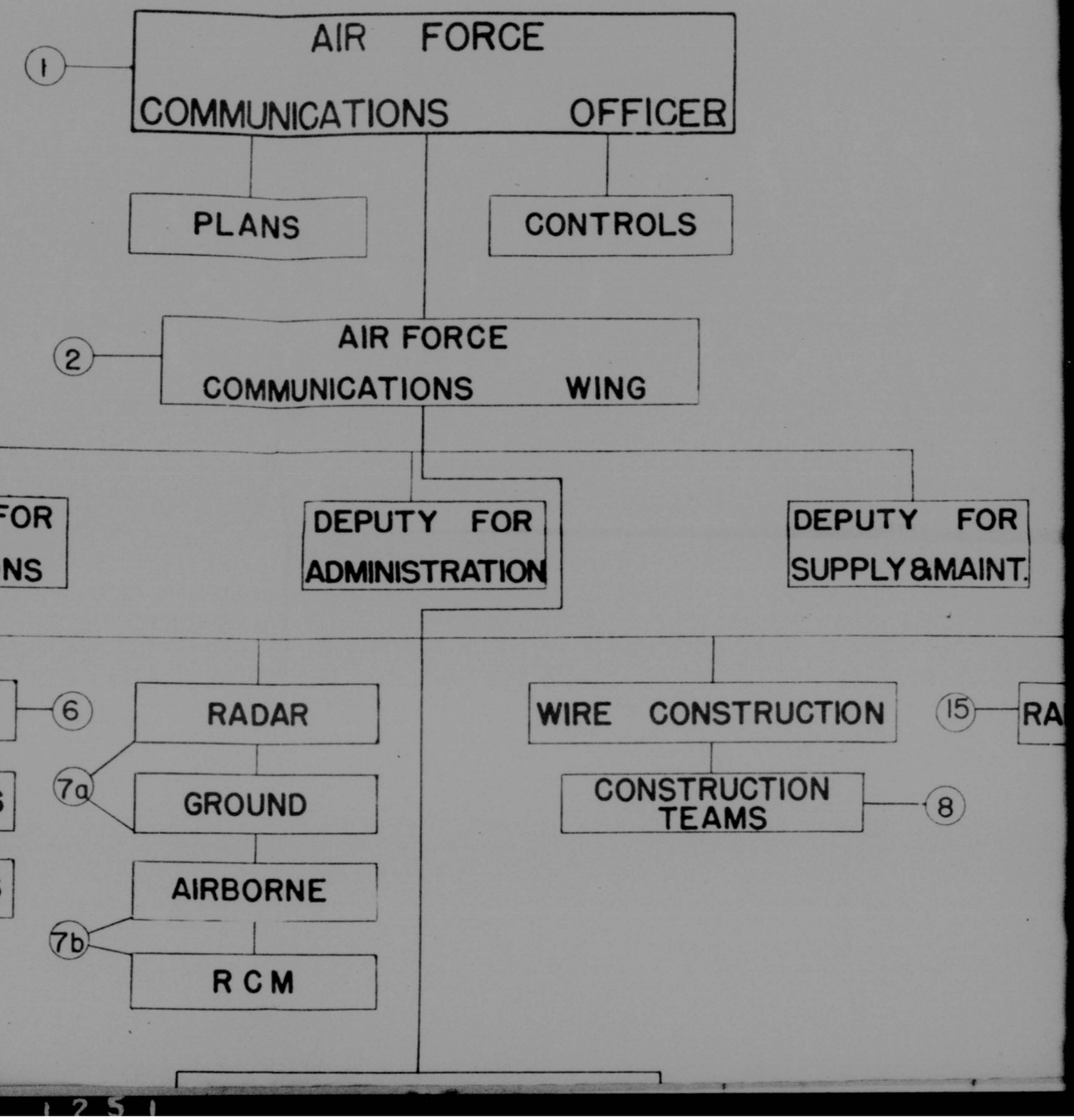

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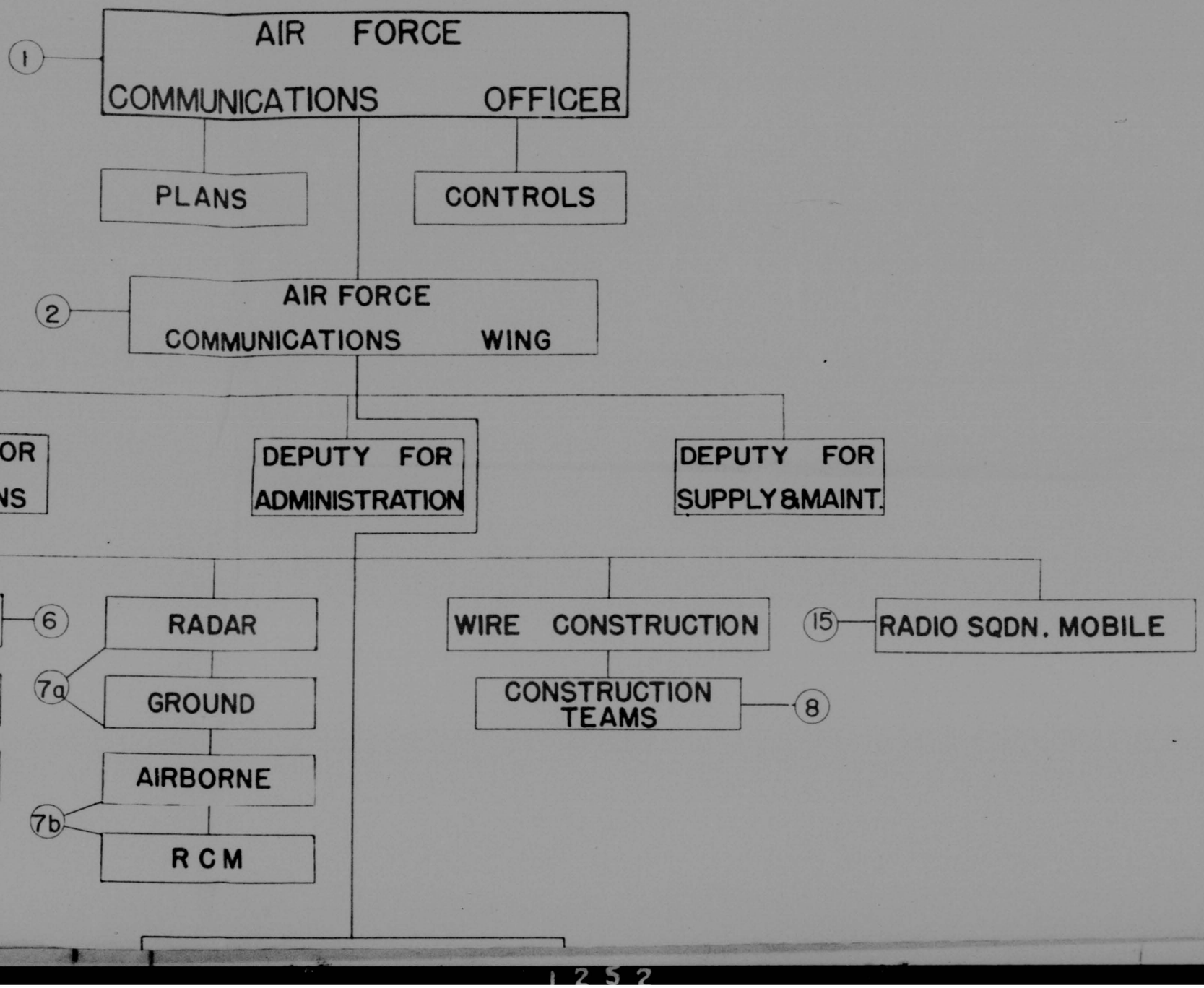

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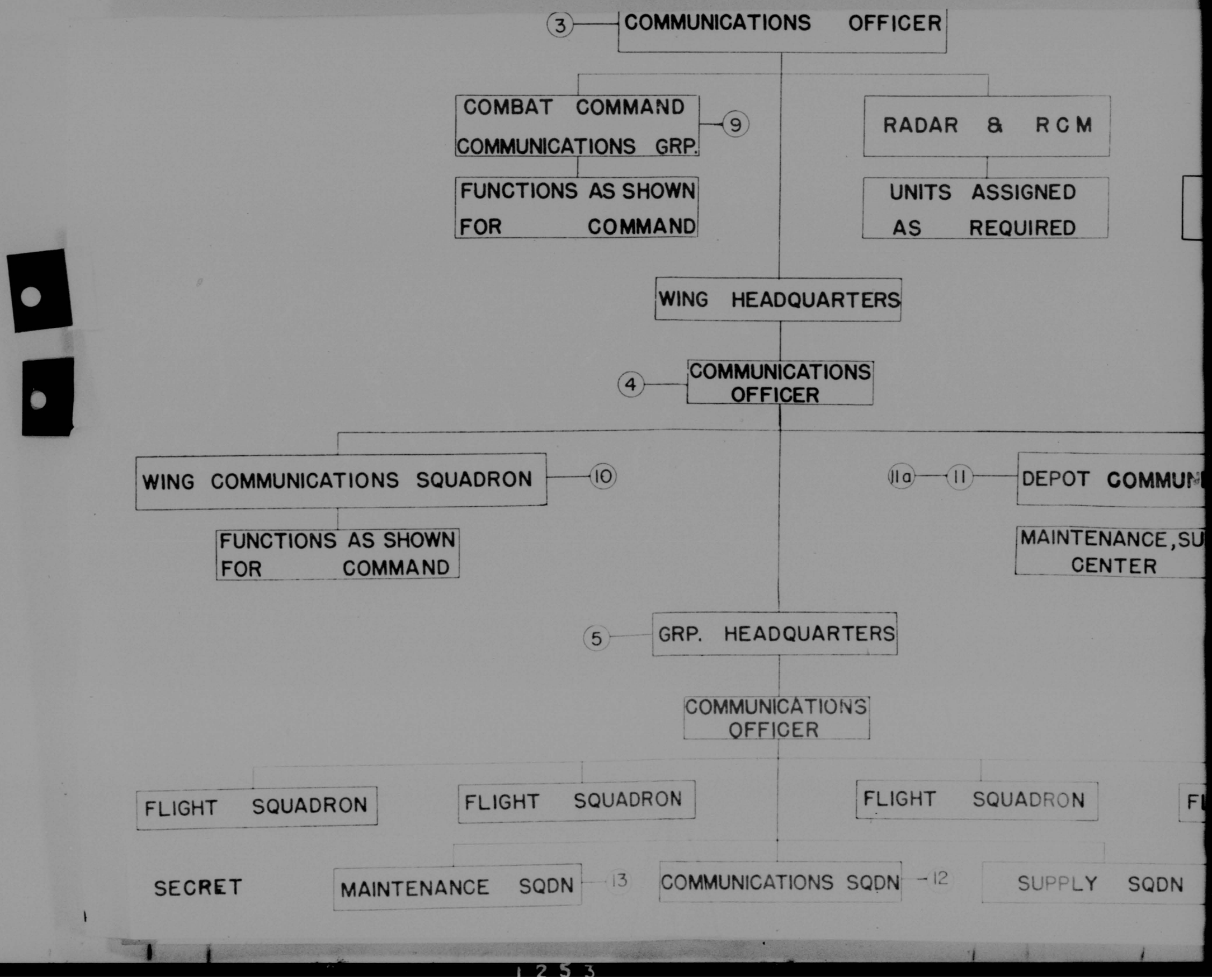

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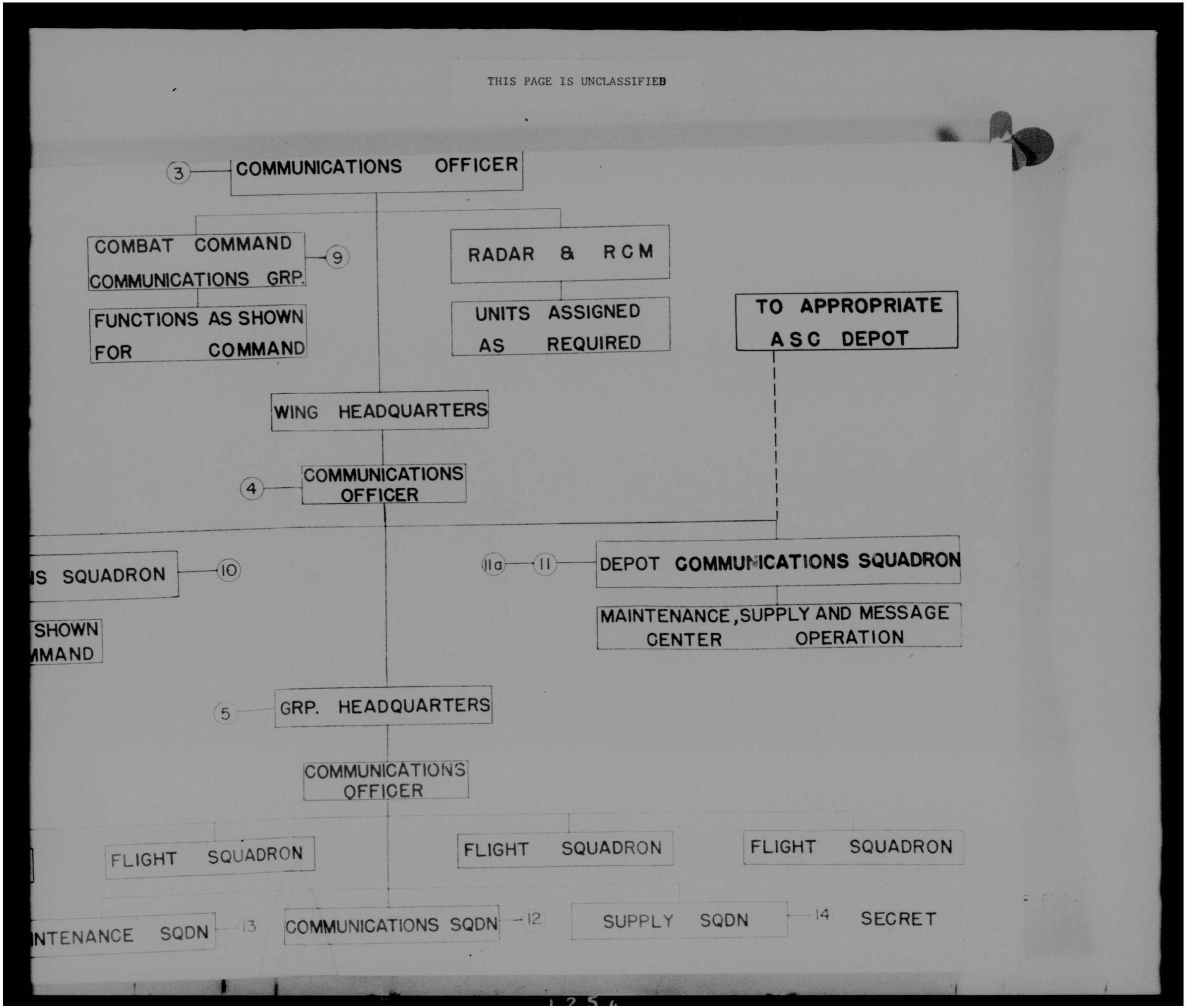

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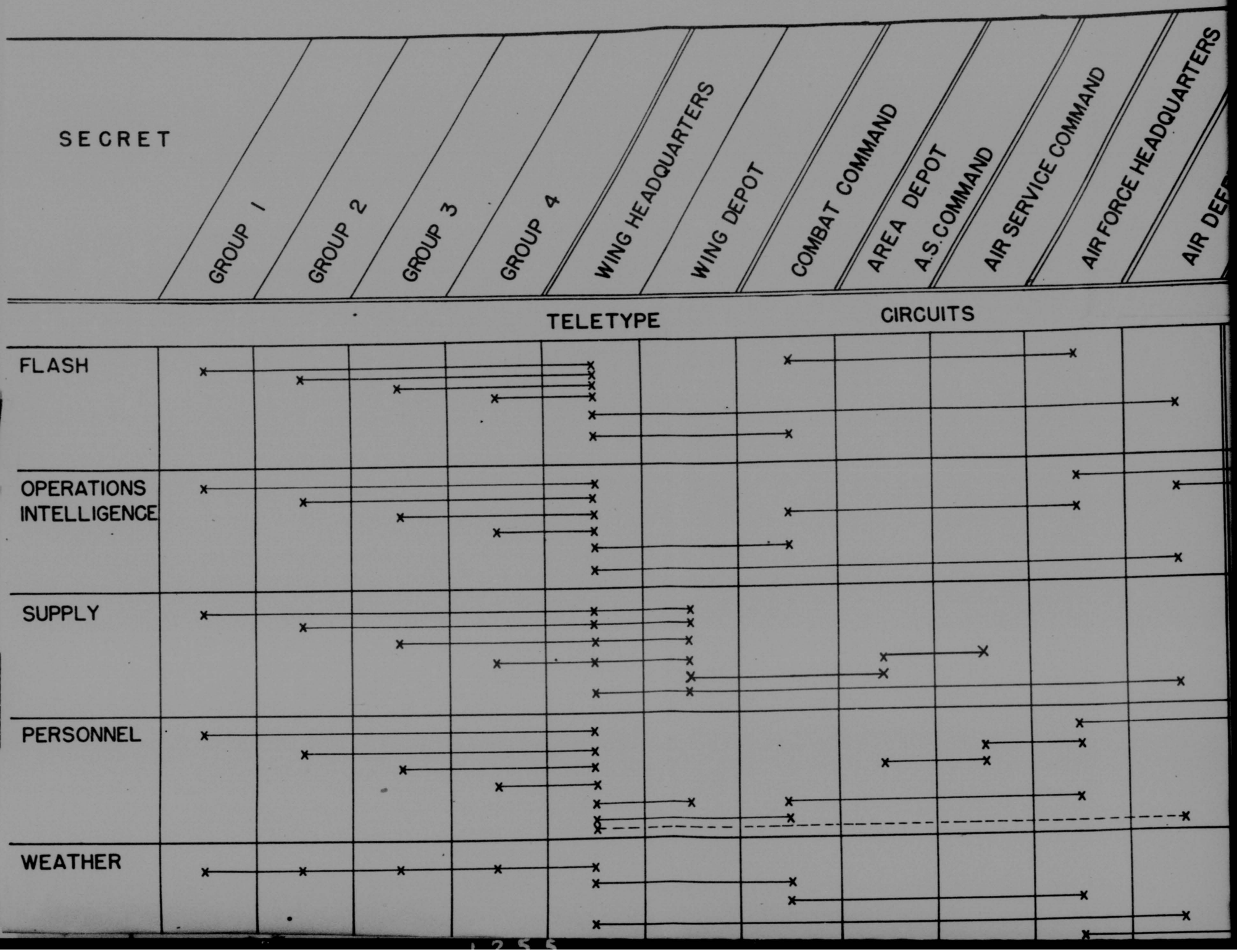
TELEPHONE AND TELETYPE REQUIREMENTS FOR TYPICAL AIR FORC



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PHONE AND TELETYPE REQUIREMENTS FOR TYPICAL AIR FORCE

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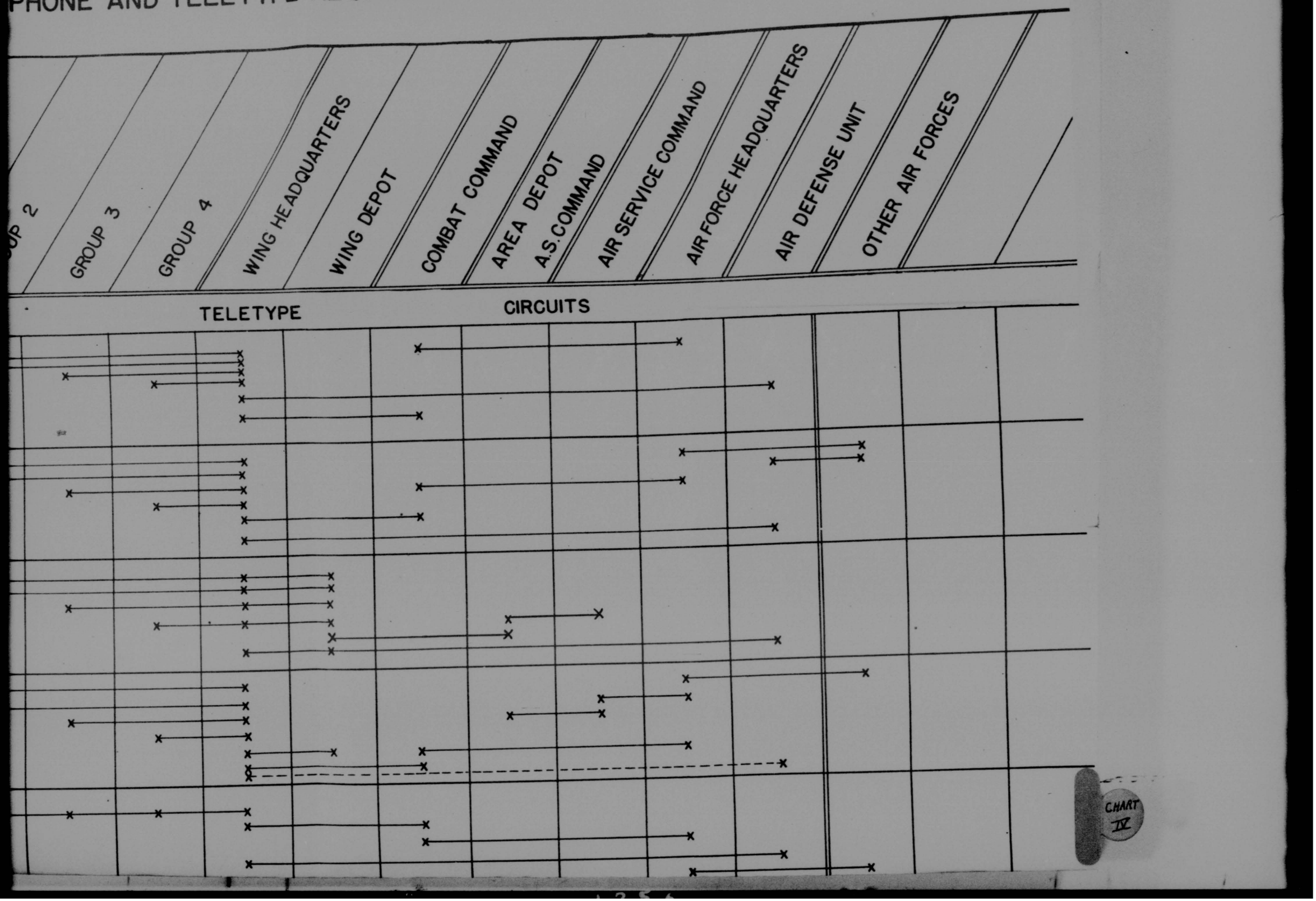

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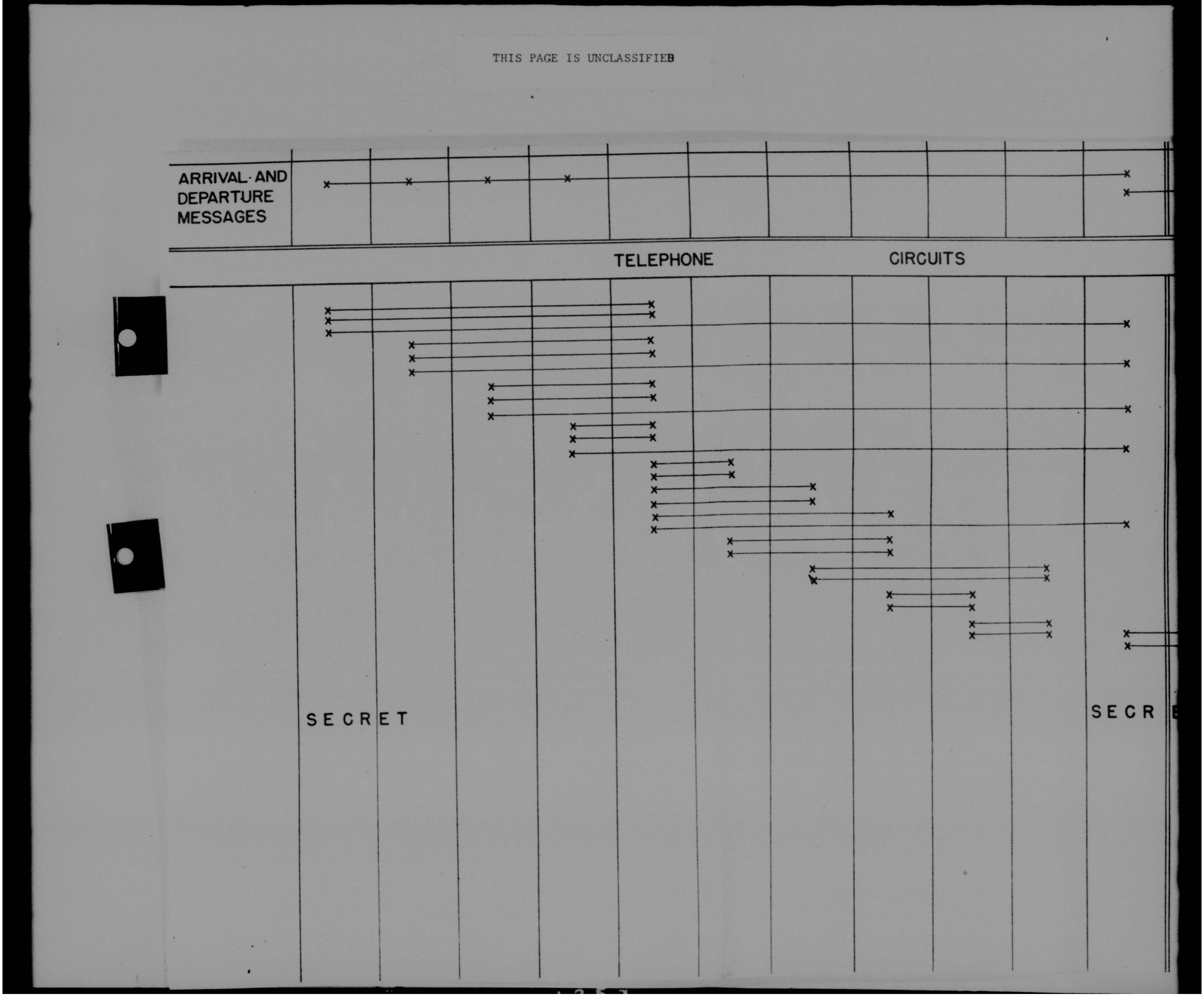

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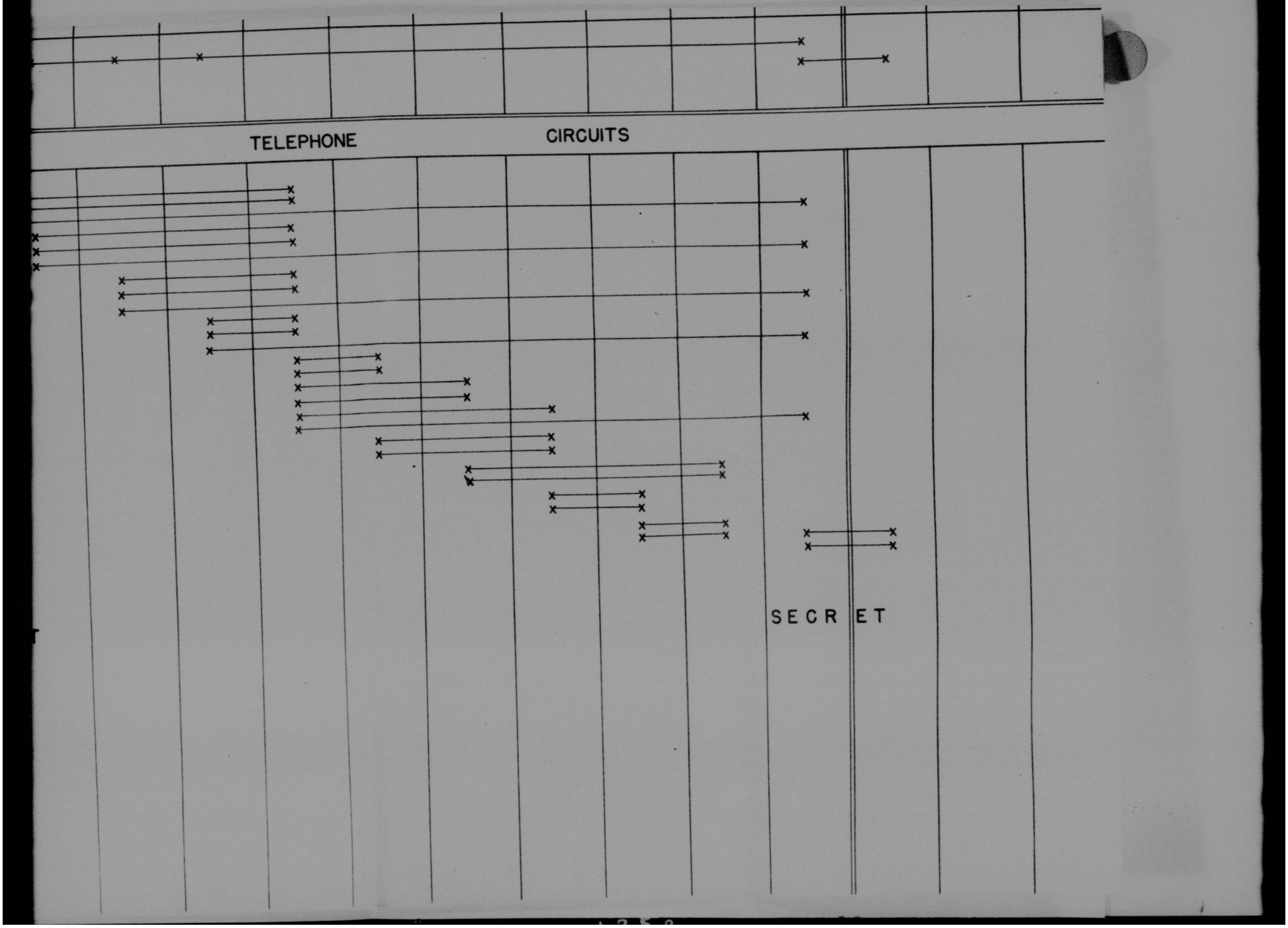

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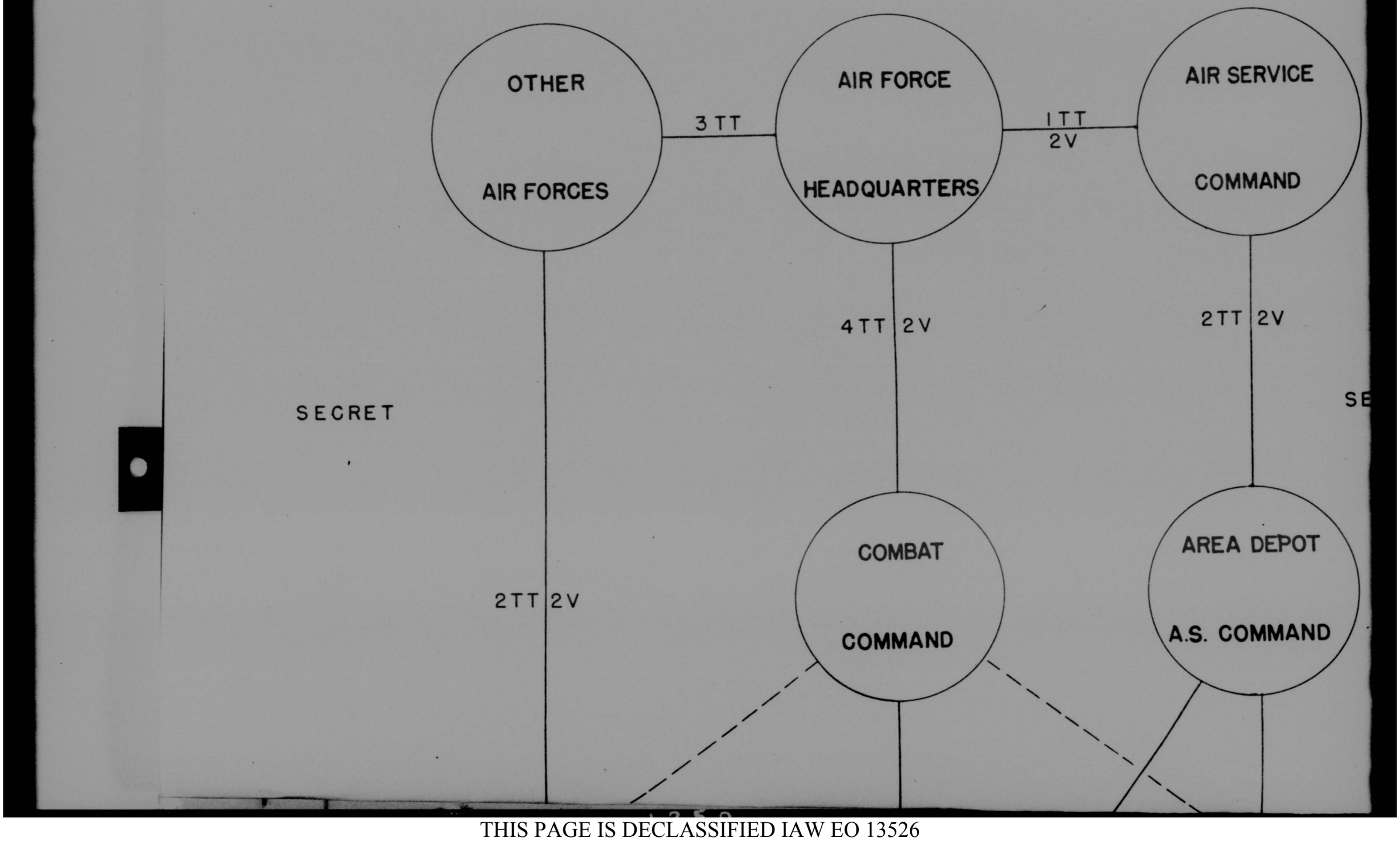
TELEPHONE AND TELETYPE REQUIREMENTS FOR TYPICAL AIR FORCE



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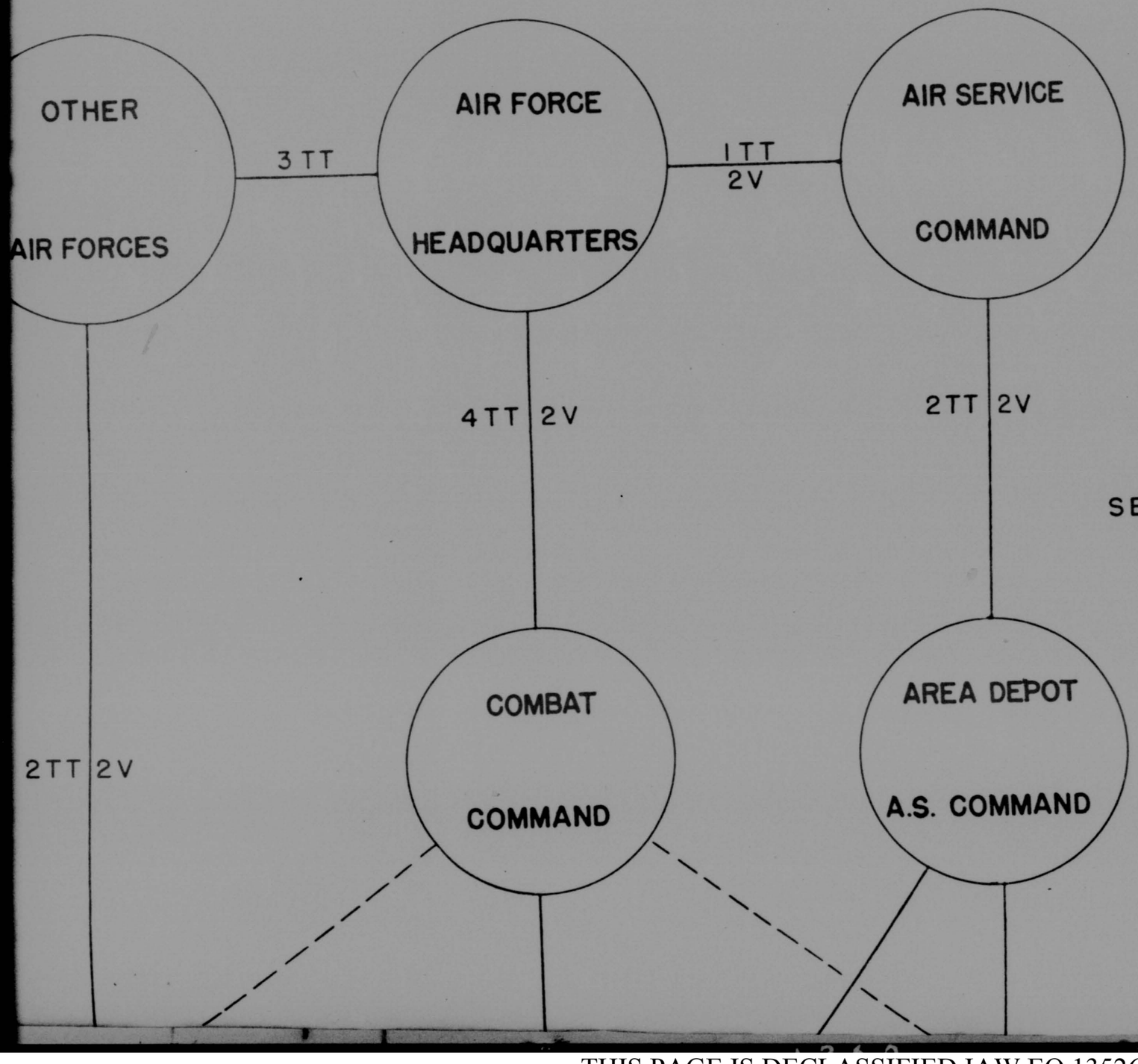
EPHONE AND TELETYPE REQUIREMENTS FOR TYPICAL AIR FORCE

CHART IV A



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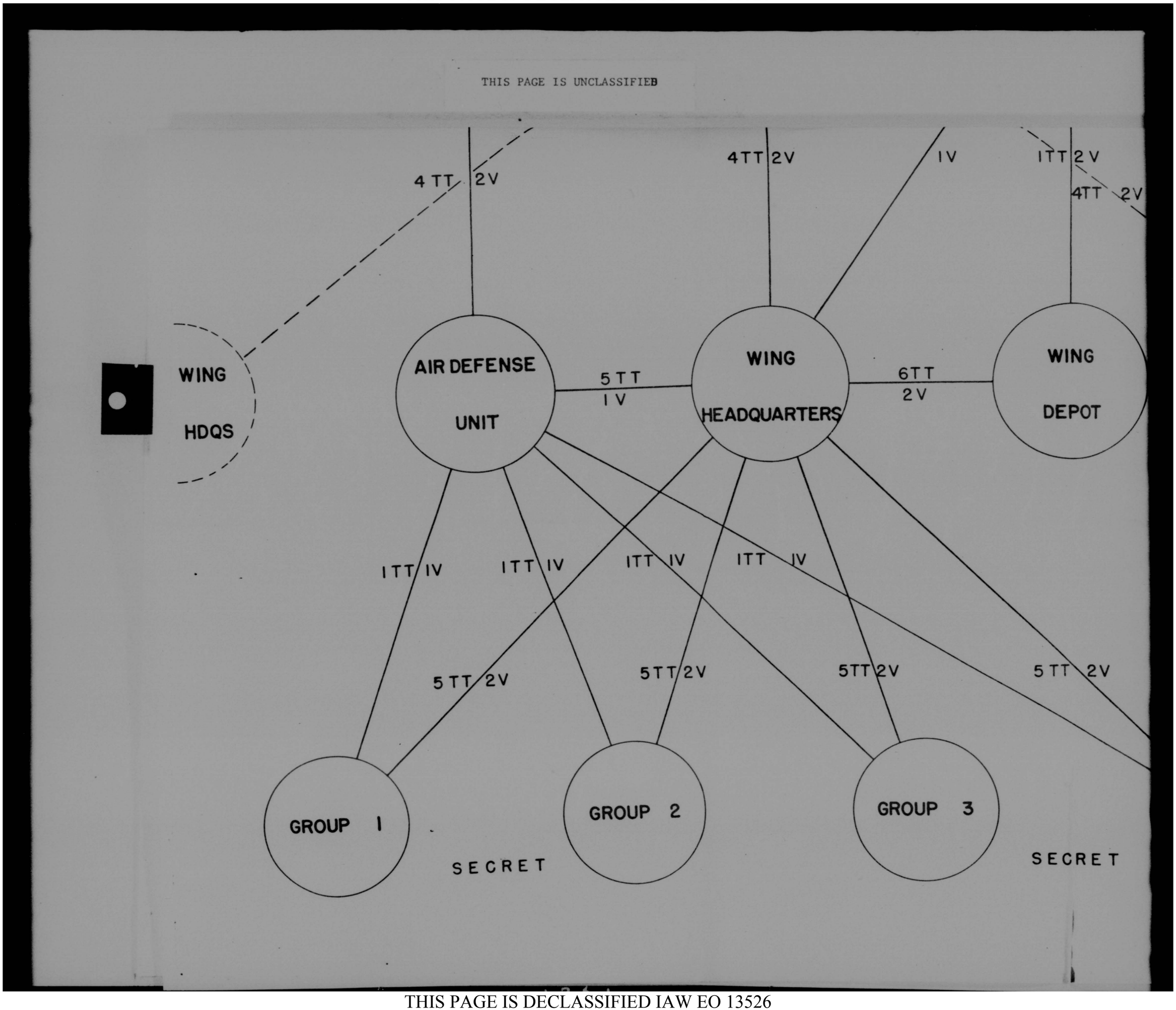

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CHART IV A

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IR DEFENSE UNIT

5 TT 1 V

WING HEADQUARTERS

6TT 2V

WING DEPOT

WING HDQS

1V

1TT 1V

1TT 1V

1TT 1V

5 TT 2V

5TT 2V

5TT 2V

5 TT 2V

GROUP 2

GROUP 3

GROUP 4

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OUTLINE MAP

UNITED STATES

Scale 1:30,000,000 Lambert Zenithal Equal Area Projection

No. 3068 PRICE 25 CENTS

TLE SIGNAL DEPOT

IN UTAH
SF DEPOT - SIGNAL SEC.

SACRAMENTO SIGNAL DEPOT

SAN FRANCISCO SIGNAL CORPS INSPECTION ZONE

LOS ANGELES SIGNAL DEPOT

CHICAGO, ILL.
SIGNAL CORPS PRICE ADJUSTMENT FIELD OFFICE

CHICAGO SIGNAL DEPOT

CHICAGO SIGNAL CORPS INSPECTION ZONE

DAYTON SIGNAL CORPS INSPECTION ZONE

DAYTON SIGNAL CORPS PROCUREMENT DISTRICT

DAYTON SIGNAL CORPS DEPOT

DAYTON SIGNAL CORPS PUBLICATION AGENCY

AIRCRAFT RADIO LABS.

AIRCRAFT MAINTENANCE DIVISION

BOSTON SIGNAL DEPOT

NEWARK INSPECTION ZONE

MONMOUTH SIGNAL CORPS PROC. DISTRICT, BRADLEY BEACH, N. J.

CAMP COLES, N. J.
SIGNAL LABS.

EATONTOWN, N. J.
SIGNAL LABS.

HQ., GROUND SIGNAL AGENCY
BRADLEY BEACH, N. J.

RED BANK, N. J.
SIGNAL CORPS STANDARDS AGENCY

BELLE MEADE ASF DEPOT
SIGNAL SECTION

BELMAR, N. J.
CAMP EVANS SIGNAL LAB.

PHILADELPHIA SIGNAL DEPOT

PHILADELPHIA INSPECTION ZONE

PHILADELPHIA STORAGE AND ISSUE

PHILADELPHIA COST ANALYSIS AGENCY

PRICE ADJUSTMENTS FIELD OFFICE

STOCK NUMBERING AGENCY

SUPPLY SURVEY AGENCY

HOLABIRD - SIGNAL DEPOT

NEW CUMBERLAND ASF DEPOT
SIGNAL SECTION

ATLANTA, GEORGIA
ASF DEPOT - SIGNAL SEC.

SIGNAL CORPS FIELD FACILITIES

FACILITIES CONSIDERED APPROPRIATE FOR TRANSFER

FACILITIES NOT CONSIDERED APPROPRIATE FOR TRANSFER

PRELIMINARY STUDY; FINAL DISPOSITION TO BE MADE AFTER DETAILED SURVEY AND AGREEMENT BETWEEN ARMY AIR FORCES AND ARMY SERVICE FORCES.

U.S.C.& G.S. 3068

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COMMUNICATION PROP BASIS AND PERSONNEL REQUIREMENT FOR INITIAL POST WAR AIR FORCE

ORGANIZATION OR ACTIVITY	T/O Number	Continental U.S. Alaskan and Carribean Area				Atlantic and European Area				Pacific-Asiatic Area				Total Requ	
		Number of Organizations	Officers	Warrant Officers	Enlisted Men	Number of Organizations	Officers	Warrant Officers	Enlisted Men	Number of Organizations	Officers	Warrant Officers	Enlisted Men	Number of	Officers
Air Support Communications Squadron	1-547	3	36	0	321	1	12	0	107	2	24	0	214	6	72
Radio Squadron Mobile	1-1027	2	46	0	584	1	23	0	292	2	46	0	584	5	115
Signal Company Aviation	11-217	3	18	0	525	1	6	0	175	2	12	0	350	6	36
Signal Company Wing	11-247	4	12	0	344	4	12	0	344	6	18	0	516	14	42
Signal Company Service Group	11-237	10	30	0	970	10	30	0	970	29	87	0	2813	49	147
Signal Co. Depot Aviation	11-287	7	63	7	1260	5	45	5	900	15	135	15	2700	27	243
Signal Battalion Tactical Air Command	11-335	3	102	3	1998	1	34	1	666	2	68	2	1332	6	204
Radar Calibration Detachment	1-727	3	30	0	87	1	10	0	29	2	20	0	58	6	60
Signal Heavy Construction Company	11-67	2	14	0	390	2	14	0	390	4	28	0	780	8	56
Signal Company Air Force	Special	3	33	0	579	1	11	0	193	2	22	0	386	6	66
Fighter Control Squadrons	1-47	10	240	0	2220	10	240	0	2220	25	600	0	5550	45	1080
Signal Company Troop Carrier Wing	11-257	0				0				1	7	0	147	1	7
Signal Hq. & Hq. Company AWS Fighter Command	11-450-1	3	36	0	636	1	12	0	212	2	24	0	424	6	72
Signal AWS Battalion	11-400	4	248	52	4148	3	186	39	3111	9	558	117	9333	16	992
Signal Radio Maintenance Unit Aviation	11-357	1	53	0	578	1	45	0	361	1	95	0	963	3	193
Com. Personnel in Tactical AF Units			1269	14	7849		1597	2	4661		4083	2	13265		6949
Office Chief of Communications			66	2	0										66

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CHART VI

COMMUNICATION GROUP BASIS AND PERSONNEL REQUIREMENT FOR INITIAL POST WAR AIR FORCE

		Continental U.S. Alaskan and Carribean Area				Atlantic and European Area				Pacific-Asiatic Area				Total Requirements			
	T/O Number	Number of Organizations	Officers	Warrant Officers	Enlisted Men	Number of Organizations	Officers	Warrant Officers	Enlisted Men	Number of Organizations	Officers	Warrant Officers	Enlisted Men	Number of Organizations	Officers	Warrant Officers	Enlisted Men
s Squadron	1-347	3	36	0	321	1	12	0	107	2	24	0	214	6	72	0	642
	1-1027	2	46	0	584	1	23	0	292	2	46	0	584	5	115	0	1460
	11-217	3	18	0	525	1	6	0	175	2	12	0	350	6	36	0	1050
	11-247	4	12	0	344	4	12	0	344	6	18	0	516	14	42	0	1204
oup	11-237	10	30	0	970	10	30	0	970	29	87	0	2813	49	147	0	4753
	11-287	7	63	7	1260	5	45	5	900	15	135	15	2700	27	243	27	4860
Air Command	11-335	3	102	3	1998	1	34	1	666	2	68	2	1332	6	204	6	3996
ent	1-727	3	30	0	87	1	10	0	29	2	20	0	58	6	60	0	174
Company	11-67	2	14	0	390	2	14	0	390	4	28	0	780	8	56	0	1560
	Special	3	33	0	579	1	11	0	193	2	22	0	386	6	66	0	1158
	1-47	10	240	0	2220	10	240	0	2220	25	600	0	5550	45	1080	0	9990
ier Wing	11-257	0				0				1	7	0	127	1	7	0	127
AWS Fighter Command	11-450-1	3	36	0	636	1	12	0	212	2	24	0	424	6	72	0	1272
	11-400	4	248	52	4148	3	186	39	3111	9	558	117	9333	16	992	208	16592
Unit Aviation	11-357	1	53	0	578	1	45	0	361	1	95	0	963	3	193	0	1902
l AF Units			1269	14	7849		1597	2	4661		4083	2	13265		6949	18	25775
tions			66	2	0										66	2	0

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Communications Command			584	4	7123		442	2	6588		562	2	8187	
Air Service Command			266	0	0									
Research Development & Procurement			120	0	0									
Tactical Air Center			27	0	155									
Air Base Complement			362	0	4520									
Proving Ground Command			14	0	0									
AAF Training Schools			375	0	375									
*Miscellaneous			70	0	20									
Allowance for leave, sick, travel, etc.			123	3	940		82	1	637		192	4	1427	
TOTAL			4237	85	35622		2801	50	21856		6581	142	49089	13

*Miscellaneous includes personnel on ROTC duty, on Staffs, Foreign Assignments such as attache, language students, observers, etc.

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			584	4	7123		442	2	6588		562	2	8187	1598	8	21898
			266	0	0									266	0	0
			120	0	0									120	0	0
urement			27	0	155									27	0	155
			362	0	4520									362	0	4520
			14	0	0									14	0	0
			375	0	375									375	0	375
			70	0	20									70	0	20
travel, etc.			123	3	940		82	1	637		192	4	1427	397	8	3004
			4237	85	35622		2801	50	21856		6581	142	49009	13619	277	106487

includes personnel on ROTC duty, on Staffs, Foreign Assignments such as attache, language students, observers, etc.

CHART VI

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REQUIREMENTS FOR COMMUNICATIONS PERSONNEL BY SPECIFICATION SERIAL NUMBER

JOB TITLE	SSN or MOS	REQUIRED
OFFICERS		
COMMUNICATIONS		
GENERAL GROUP		
Communications	0200	2771
Pigeon	0240	4
Communication Inspector	2680	5
Contracting	4310	11
Procurement	4320	10
Purchasing	4330	11
Cryptanalytic	9600	63
Cryptanalytic translations	9604	5
Intelligence (Radio)	9605	34
Security Officer Cryptographic	9610	174
AIRCRAFT WARNING GROUP		
Plotter	0102	9
Ground Reporting	0110	223
Gunlaying	0120	25
Airborne	0130	99
Filter	0160	197
Controller Fighter Intercept	1014	648
MESSAGE CENTER GROUP		
Message Center	0220	102
Message Center Cryptographic	0224	519
RADAR GROUP		
Ground	0140	153
Air	0141	731

JOB TITLE	SSN or MOS	RE
WARRANT OFFICERS		
Aircraft Warning, Ground Reporting Eqpt.	0110	2
Administrative	2120	
Supply	4400	
TOTAL WARRANT OFFICERS		2
ENLISTED MEN		
COMMUNICATIONS		
GENERAL GROUP		
Inspector	898	
Chief	542	
Cryptanalyst	808	
Cryptographic technician	805	
D F Evaluator	869	
Draftsman	070	
Message Center Chief & Clerk	667	
Voice Interceptor	538	
RADAR GROUP		
Radar Mechanic, GCA	863	
Radar Mechanic, GEE	860	
Radar Mechanic, IFF	862	
Radar Mechanic, RCM	852	
Radar Mechanic, Beacon	851	
Radar Mechanic, Bombardment	867	
Radar Mechanic, Ground Loran	948	
Radar Mechanic, Navigation	853	

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CHART VII
Page 1

REQUIREMENTS FOR COMMUNICATIONS PERSONNEL BY SPECIFICATION SERIAL NUMBER

JOB TITLE	SSN or MOS	REQUIRED
ERS		
ONS		
RAL GROUP		
Communications	0200	2771
Pigeon	0240	4
Communication Inspector	2680	5
Contracting	4310	11
Procurement	4320	10
Purchasing	4330	11
Cryptanalytic	9600	63
Cryptanalytic translations	9604	5
Intelligence (Radio)	9605	34
Security Officer Cryptographic	9610	174
RAFT WARNING GROUP		
Plotter	0102	9
Ground Reporting	0110	223
Gunlaying	0120	25
Airborne	0130	99
Filter	0160	197
Controller Fighter Intercept	1014	648
GE CENTER GROUP		
Message Center	0220	102
Message Center Cryptographic	0224	519
GROUP		
Ground	0140	153
Air	0141	731

JOB TITLE	SSN or MOS	REQUIRED
WARRANT OFFICERS		
Aircraft Warning, Ground Reporting Eqpt.	0110	223
Administrative	2120	33
Supply	4400	21
TOTAL WARRANT OFFICERS		277
ENLISTED MEN		
COMMUNICATIONS		
GENERAL GROUP		
Inspector	898	109
Chief	542	1116
Cryptanalyst	808	81
Cryptographic technician	805	5474
D F Evaluator	869	173
Draftsman	070	290
Message Center Chief & Clerk	667	3131
Voice Interceptor	538	194
RADAR GROUP		
Radar Mechanic, GCA	863	978
Radar Mechanic, GEE	860	142
Radar Mechanic, IFF	862	1326
Radar Mechanic, RCM	852	70
Radar Mechanic, Beacon	851	100
Radar Mechanic, Bombardment	867	1242
Radar Mechanic, Ground Loran	948	275
Radar Mechanic, Navigation	853	673

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Air	0141	731
Maintenance	0145	140
Observer Night Fighter	0520	334
Navigator Bombardier Radar	1038	4944
RCM	7888	321
RADIO GROUP		
Radio (General)	0500	279
VHF	0503	182
Maintenance	4402	70
TELEPHONE AND TELEGRAPH GROUP		
Telephone and Telegraph (general)	0400	83
Inside plant	0410	188
Outside plant	0430	44
Maintenance	4415	31
ADMINISTRATIVE GROUP		
Motor Transport	0600	45
Adjutant	2110	38
Administrative	2120	226
Supply (General)	4000	312
Mess	4110	25
Mess Supply and Transportation	4113	76
Supply (Communication)	4400	392
OTHER OFFICERS		
Pilot	----	
Medical	3100	16
Dental	3170	16
Chaplain	5310	20
Statistician	6400	6
Statistician Control	6402	21
Intelligence	9301	16
TOTAL OFFICERS		13619

Radar Mechanic, Ground Loran
Radar Mechanic, Navigation
Radar Mechanic, Night Fighter
Radar Mechanic, Sea Search
Radar Mechanic, Sea Search (LAB)
Radar Mechanic, Troop Carrier
Radar Mechanic, Gunlaying Equipment
Radar Repairman, Airborne Search Equipment
Radar Repairman, Reporting Equipment
Radar Observer, Sea Search
Radar Observer, Designated Set

RADIO MECHANIC GROUP

Instrument landing Equipment
Instrument Repairman
Radio Mechanic, AACS
Radio Mechanic, AAF
Radio Operator Mechanic
Radio Operator Mechanic Gunner
Radio Repairman
Radio Repairman, Aircraft Equipment
Radio Repairman, Fixed Station
Radio Repairman, VHF
Radio Teletype Mechanic

RADIO OPERATOR GROUP

Control Tower Operator
Intercept Control Chief
Intercept 738 or
Radio Intelligence Control Chief
Radio Operator AACS
Radio Operator AAF
Radio Operator CNS
Radio Operator High Speed Automatic

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r	0141	731
intenance	0145	140
server Night Fighter	0520	334
vigator Bombardier Radar	1038	4944
M	7888	321
UP		
dio (General)	0500	279
F	0503	182
intenance	4402	70
AND TELEGRAPH GROUP		
lephone and Telegraph (general)	0400	83
side plant	0410	188
tside plant	0430	44
intenance	4415	31
ATIVE GROUP		
tor Transport	0600	45
jutant	2110	38
ministrative	2120	226
pply (General)	4000	312
ss	4110	25
ss Supply and Transportation	4113	76
pply (Communication)	4400	392
FICERS		
llot	----	
dical	3100	16
ntal	3170	16
haplain	5310	20
tatistician	6400	6
tatistician Control	6402	21
ntelligence	9301	16
TOTAL OFFICERS		13619

Radar Mechanic, Ground Loran	940	219
Radar Mechanic, Navigation	853	673
Radar Mechanic, Night Fighter	850	334
Radar Mechanic, Sea Search	854	26
Radar Mechanic, Sea Search (LAB)	856	329
Radar Mechanic, Troop Carrier	849	473
Radar Mechanic, Gunlaying Equipment	952	151
Radar Repairman, Airborne Search Equipment	955	1586
Radar Repairman, Reporting Equipment	953	1193
Radar Observer, Sea Search	866	44
Radar Observer, Designated Set	514	3663
RADIO MECHANIC GROUP		
Instrument Landing Equipment	933	395
Instrument Repairman	338	55
Radio Mechanic, AACS	778	2500
Radio Mechanic, AAF	754	5303
Radio Operator Mechanic	2756	3390
Radio Operator Mechanic Gunner	757	435
Radio Repairman	648	1456
Radio Repairman, Aircraft Equipment	647	1798
Radio Repairman, Fixed Station	649	52
Radio Repairman, VHF	951	475
Radio Teletype Mechanic	868	369
RADIO OPERATOR GROUP		
Control Tower Operator	552	1930
Intercept Control Chief	768	139
Intercept	738 or 739	472
Radio Intelligence Control Chief	543	158
Radio Operator AACS	760	4084
Radio Operator AAF	756	1856
Radio Operator CMS	759	4438
Radio Operator High Speed Automatic	777	895

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REQUIREMENTS FOR COMMUNICATIONS PERSONNEL BY SPECIFICATION SERIAL NUMBER

JOB TITLE	SSN or MOS	REQUIRED
ENLISTED MEN		
COMMUNICATIONS		
RADIO OPERATOR GROUP		
Radio Operator High Speed	766	5382
Radio Operator Low Speed	776	1735
Traffic Analyst	709	97
TELEPHONE AND TELEGRAPH GROUP		
Cable Splicer	039	52
Installer Repairman	097	1076
Lineman	238	4148
Powerman	166	114
Repairman	095	69
Repeaterman	187	904
Switchboard Operator	650	4943
Teletype Mechanic	239	1621
Teletype Operator	237	5707
Wire Repairman VHF	950	132
Wire Chief	261	153
AIRPLANE CREW AND MAINTENANCE		
Airplane Mechanic Gunner	748	49
Airplane Armorer Gunner	612	76
Airplane Maintenance Technician	750	12
ADMINISTRATIVE AND CLERICAL		
GENERAL GROUP		
Administrative NCO	502	269
Classification	275	88
Clerk	055	161

JOB TITLE	SSN or MOS
ENLISTED MEN	
ADMINISTRATIVE AND CLERICAL	
TRANSPORTATION GROUP	
Engineman Operating	081
Auto Equipment Operator (heavy)	931
UTILITY GROUP	
Carpenter	050
Electrician	078
Machinist	114
Rigger	189
Welder	256
*Duty Soldiers	590
TOTAL ENLISTED	10

*Basic soldiers may be substituted. Duties as cook's helper dismounted messenger, guard, utility repairman, etc.

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REQUIREMENTS FOR COMMUNICATIONS PERSONNEL BY SPECIFICATION SERIAL NUMBER

JOB TITLE	SSN or MOS	REQUIRED
GROUP		
rator High Speed	766	5382
rator Low Speed	776	1735
nalyst	709	97
TELEGRAPH GROUP		
icer	039	52
Repairman	097	1076
	238	4148
	166	114
	095	69
an	187	904
rd Operator	650	4943
Mechanic	239	1621
Operator	237	5707
irman VHF	950	132
f	261	153
AND MAINTENANCE		
Mechanic Gunner	748	49
Armorer Gunner	612	76
Maintenance Technician	750	12
CLERICAL		
ative NCO	502	269
ation	275	88
	055	161

JOB TITLE	SSN or MOS	REQUIRED
ENLISTED MEN		
ADMINISTRATIVE AND CLERICAL		
TRANSPORTATION GROUP		
Engineman Operating	081	588
Auto Equipment Operator (heavy)	931	394
UTILITY GROUP		
Carpenter	050	75
Electrician	078	126
Machinist	114	83
Rigger	189	42
Welder	256	27
*Duty Soldiers	590	5726
TOTAL ENLISTED		106487

*Basic soldiers may be substituted. Duties as cook's helper, orderly, dismounted messenger, guard, utility repairman, etc.

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Clerk Typist	405	3105
First Sergeant	585	300
Intelligence Specialist	631	13
Stenographer	813	103
Translator	267	30
SUPPLY GROUP		
Communication Supply	581	86
Supply Clerk	835	1567
Salvage Technician	194	111
Supply NCO	821	449
Toolroom Keeper	242	91
AIRCRAFT WARNING GROUP		
Ground Observer AW	518	126
Information Center Operator	510	4364
ARMAMENT GROUP		
Armorer	511	105
MEDICAL GROUP		
Medical Corpsman	657	352
Medical Technician	409	361
Sanitary Technician	196	16
Surgical Technician	861	248
MESS GROUP		
Cook	060	1937
Mess Sergeant	824	265
PHOTOGRAPHIC GROUP		
Photographic Laboratory Technician	945	5
TRANSPORTATION GROUP		
Auto Mechanic	014	1330
Auto Equipment Operator	345	4116
Diesel Mechanic	013	183

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TRAINING FLOW OF COMMUNICATIONS F

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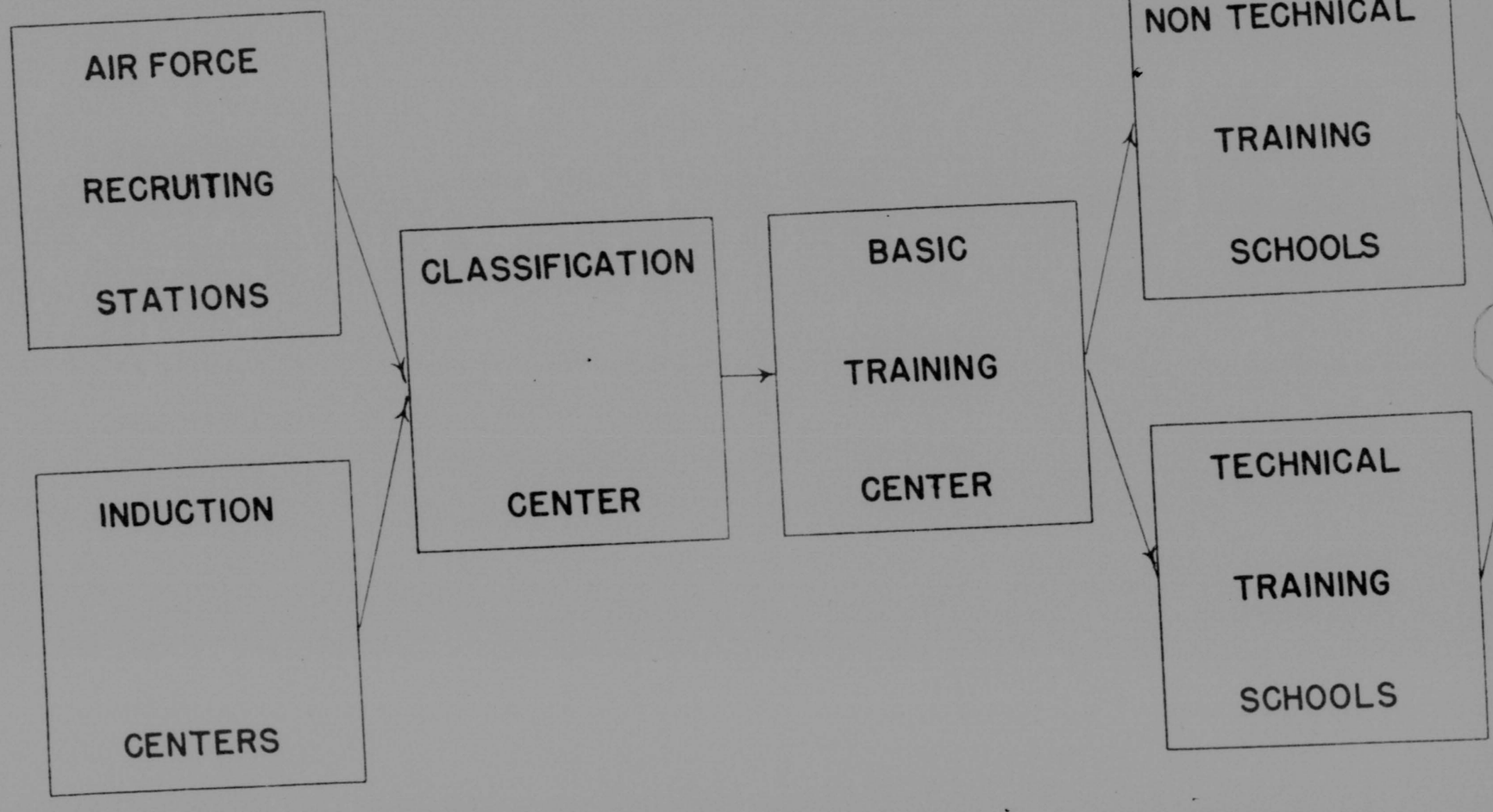

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CHART VIII

COMMUNICATIONS PERSONNEL

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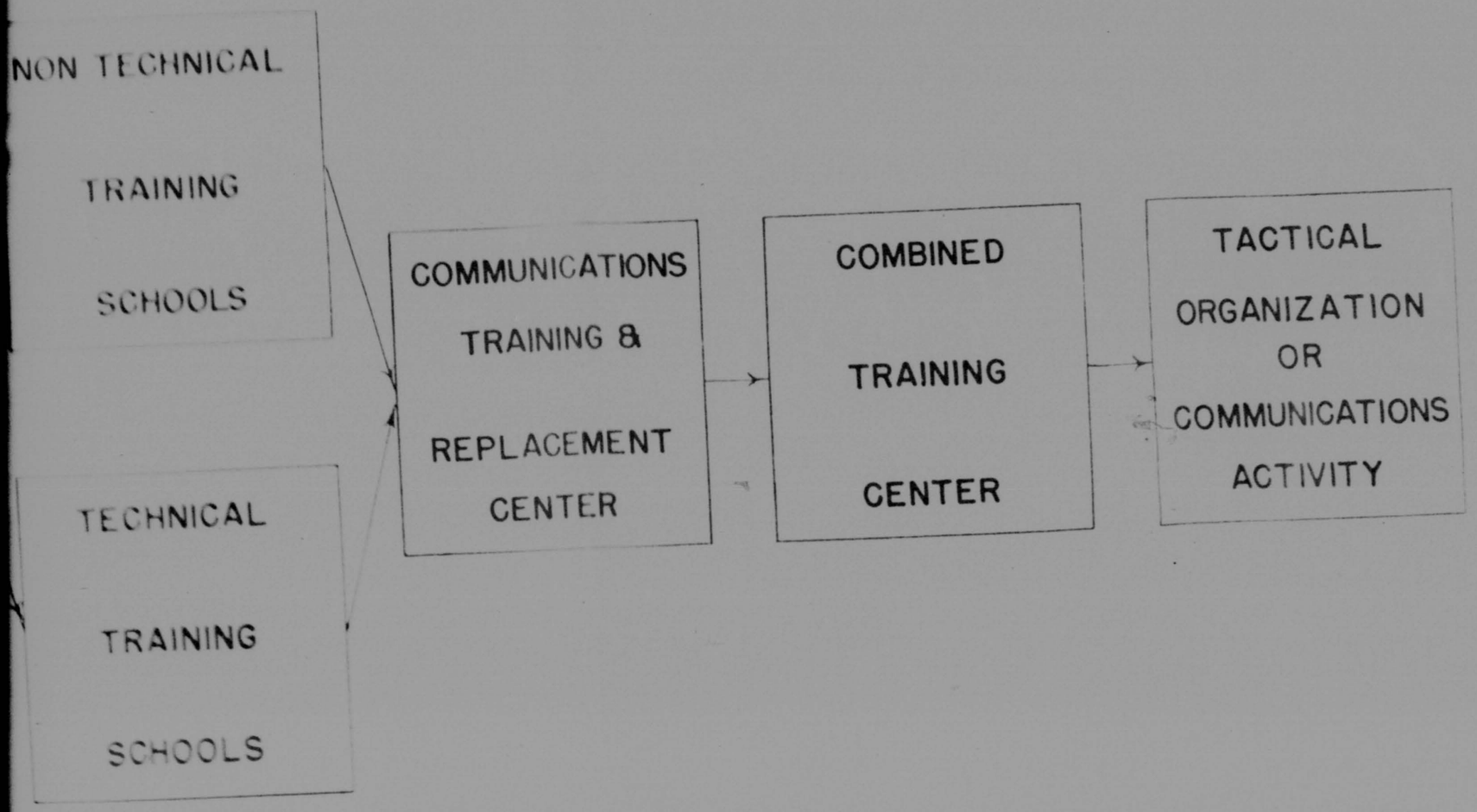

CHART VIII

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CONSOLIDATED COMMENTS ON 11 DEC
11-3-1 LETTER RE: IPWAF

Responsible Officer

[redacted]

[redacted]

AFAEP

POST WAR DIVISION

Rm. 3D130

Ext. 74024

DECLASSIFIED
DOD DIR 5200.9, 27 Sep 58
By: OSD, WSI – Ind

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SOLIDATED COMMENTS ON 11 DEC
ER RE: IPWAF

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2-2141-73B

AFAEP
POST WAR DIVISION
Rm.3D130
Ext. 74024

DECLASSIFIED
DOD DIR 5200.9, 27 Sep 58
By: DIR, RSI – Indiv

MICROFILMED

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Hq., Army Air Forces

Post War Plans Division

COPY OF SECRET LETTER

dated 11 December 1943

Subject: (Initial) Post War Air Force.

AND

Replies From:

1. AC/AS, Personnel
2. AC/AS, Intelligence
3. AC/AS, C. C. & R.
4. Air Communications Officer
5. AC/AS, M. M. & D.
6. AC/AS, Plans
7. The Air Inspector
8. The Air Surgeon
9. Special Projects Office
10. Antiaircraft
11. Air Judge Advocate
12. Training Command
13. Air Service Command
14. Materiel Command
15. Air Transport Command
16. Army Air Forces Board
17. CG, 1st Air Force
18. CG, 2nd Air Force
19. CG, 3rd Air Force
20. CG, 4th Air Force

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24 December 1943

MEMORANDUM FOR GENERAL ARNOLD

SUBJECT: Post-War Air Force, A Summary

1. The study undertaken in compliance with verbal directive of 8 November is progressing. A preliminary study has been submitted to the Chief of Air Staff. Since then, some half dozen staff conferences have been held and informal contact has been maintained with the War Department. A digest has been sent, dated 13 December, to the various Air Staff sections, the four continental Air Forces and the separate Commands requesting opinions, suggestions and, in respect to their own establishments, details of further organizational breakdowns. Replies to this request are expected in January.

2. Below is summarized an estimate of troop requirements for an M-day force of 105 combat groups deployed in three general areas and disposed in six Air Forces. It includes ASWAF and overhead units for the entire post-war Air Force exclusive of Training Command, Air Transport Command and antiaircraft artillery units. Totals are based on present T/O's.

	Atlantic-European	Pacific-Asiatic	U.S.-Alaska-Caribbean	Total
		COMBAT TROOPS		
Bomb V/H	10	25	5	40
Bomb H	0	1	1	2
Bomb L	0	0	4	4
Fighter	10	25	10	45
Reconnaissance	0	1	2	3
Troop Carrier	1	6	4	11
Total	21	58	26	105
		TOTAL PERSONNEL		
Officers	9,868	25,376	31,009	66,253
Warrant Officers	372	1,236	1,259	2,867
Enlisted Men	80,602	208,800	172,335	461,737

3. While only a guess at this stage, the training and transport requirements will probably total another 500,000 and the antiaircraft establishment will be about 140,000 making the total strength of a self-contained, complete U.S. Post War Air Force of 1,200,000 men. Half of the force will serve one to three years and then be active reserve for only three more years. One quarter will be regular and one quarter will be about 17 year career men.

4. Our first "straw man," in sufficient detail for your consideration, will be ready by February 15, 1944.

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DOD DIR 5200.9, 27 Sep 58
By: Dir, RSI — Init: _____

L.S.KUTER
Brigadier General, U.S.A.
Assistant Chief of Air Staff, Plans

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

REPORTING PERIOD

Unit	S/O		UNIT STRENGTH Off	Mo	En	No. of Units	AGGREGATE STRENGTH Off	Mo	En
		ANTARCTIC, U.S., ALASKAN, CARIBBEAN AREA							
Army Air Forces, Hq & Hq Sq	-	-	1255	5	1000	1	1255	5	1000
Air Force, Hq & Hq Sq	1-600-13 3 (C-1)	7/1/42	71	3	190	3	193	9	570
Materiel & Service Cmd, Hq & Hq Sq	-	-	100	10	2500	1	100	10	2500
AF Service Cmd, Hq & Hq Sq	1-450-13 PO	9/2/43	36	3	121	3	108	9	363
Air Service Area Cmd, Hq & Hq Sq	-	-	309	6	175	6	1854	36	1050
Materiel Cmd, Hq	-	-	137	8	0	1	137	8	0
Proving Ground Cmd, Hq & Hq Sq	-	-	62	4	222	1	62	4	222
Troop Carrier Cmd, Hq & Hq Sq	-	-	126	11	374	1	126	11	374
Tactical Air Center, Hq & Hq Sq	-	-	92	3	347	1	92	3	347
Flight Control Command, Hq & Hq Sq	1-27 150 (1	4/2/43	126	1	41	1	126	1	41
AAF Proving Ground Cmd, Proof Dept	1-4937 (C-1)	5/15/42	64	0	0	1	64	0	0
Photo Det - PRS	2/7 1-1956	1/13/43	10	1	74	1	10	1	74
Trnsload Wing, Hq & Hq Sq	1-110-1 (C-1)	6/14/43	28	1	126	1	45	1	126
Bomber Cmd (VH) Hq & Hq Sq	1-100-13-P	2/16/43	76	3	255	1	76	3	255
Bomber Cmd Hq & Hq Sq	1-110-13	2/6/43	50	1	100	2	50	2	300
Fighter Cmd Hq & Hq Sq	1-200-13	2/2/43	60	4	183	3	120	12	459
Air Support Cmd, Hq & Hq Sq	1-500-1 (C-1)	7/1/42	94	0	344	3	162	0	642
Rep'l Wing (Comb) Hq & Hq Sq	1-1150-1 (C-1)	12/21/42	94	0	176	1	94	0	176
Bomb Wing (VH) Hq	Cent	-	32	1	25	1	32	1	25
Fighter Wing Hq	1-650-1 (C-2)	1/20/42	59	0	210	2	118	0	420
Bomber Wing, Hq & Hq Sq	AG Letter	4/10/43	72	0	50	1	72	0	50
Air Engineer Hq & Hq Sq	1-[illegible]-1	7/1/43	31	0	106	6	186	0	636
Communication System Wing	AG Letter	4/10/43	76	0	144	1	76	0	144
Bomb Gp (VH) Hq	Cent	-	15	0	9	3	45	0	45
Bomb Sq (VH) Air	Cent	-	74	0	94	20	1,480	0	1880
Bomb Sq (VH) Unit	Cent	-	27	0	372	20	540	0	7440
Bomb Gp (H) Hq	1-112	3/27/43	55	1	55	1	55	1	55
Bomb Sq (H)	1-117 (mod)(C-1)	3/28/43	69	0	341	4	276	0	1364
Bomb Gp (L) Hq	1-132 (C-1)	7/19/43	25	1	79	4	100	4	316
Bomb Sq (L)	1-137 (C-5)	7/1/42	38	0	253	16	608	0	4048
Fighter Gp Hq	1-12 (C-1)	7/1/42	22	1	50	10	220	10	500
Fighter Squadron	1-17 (C-3)	7/1/42	32	0	252	10	1,320	0	10080
Fighter Control Sq	1-47	5/11/43	44	0	222	10	440	0	2220
Night Fighter Sq	1-87	6/20/43	21	0	128	5	105	0	640

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TROOPING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off-	MO	EM	No. of Units	AVERAGE STRENGTH Off	MO	EM
			CONTINENTAL U.S., [redacted] (Cont'd)						
Hcn Group, Hq (Bomber)	Tent	-	21	1	41	1	21	1	41
Hcn Sq (Bomber)	PAT 1M-1/2	3/29/43	65	1	378	4	260	4	1512
Hcn Sp (Fighter)	Tent	-	24	1	54	1	24	1	54
Hcn Sq (Fighter)	Tent	-	35	0	182	4	140	0	728
Troop Carrier Sp	1-312	2/15/43	26	1	80	4	104	4	320
Troop Carrier Sq	1-317 (C-2)	2/3/43	57	44	459	14	798	396	6426
Arctic Search & Rescue Sq Flt A	1-618	5/20/43	10	2	41	1	10	2	41
Arctic Search & Rescue Sq Flt B	1-618	5/24/43	8	1	31	1	8	1	31
Emergency Rescue Sq	1-987	11/9/43	57	0	205	1	57	0	205
Air Support Comm Sq	1-547 (C-1)	5/5/43	12	0	107	3	36	0	321
Base Hq & Air Base Sq (Red)	1-422 (RS)	9/1/42	10	0	135	55	550	770	7425
Guard Squadron	1-3001 (RS)	1/14/43	2	0	56	55	110	0	3080
AAF (Bolling Field)	M/T (Aug)		1	1	100	1	1	1	100
AAF Band	M/T 1-3000	11/1/42	0	1	28	18	0	18	1314
Aviation Sq	1-9991 (C-1)	8/15/42	3	0	250	45	135	0	13750
Statistical Control Unit	M/T 1-3003 (Type B)	5/24/43	7	0	52	8	56	0	416
AF Repl Depot (AD)Hq & [redacted] Sq	-	2/20/43	27	1	203	3	81	3	609
AAF Combat Camera Unit	PAT 130	11/9/42	3	0	23	3	27	0	207
Photo Lab Section	Tent		4	1	28	1	10	1	232
AAF Photo Intell Det	1-7478	9/15/42	43	0	43	3	129	0	1147
Arctic Desert & Tropic Infor Center	1-3098	3/9/43	2	0	0	1	2	0	0
Training Aids Directorate	1-1352-S	1/30/43	66	0	74	1	66	0	74
AAF Proving Ground Group	1-3891	3/8/43	137	4	1184	1	137	4	1184
AAF Proving Ground Sq	1-897	2/1/42	15	0	135	1	15	0	135
Proving Ground Torpedo Sq (Composite)	1-137	7/1/42	35	0	247	1	35	0	247
AAF Electronics Exp Det	1-3007	4/23/43	7	1	74	2	14	2	148
Electronics Unit	1-3895	7/5/43	13	1	40	1	13	1	40
Electronics Sect (A&R)	PAT	-	14	4	78	2	28	8	156
AAF Cold Weather Test Det	AG Letter	8/15/43	47	0	309	1	47	0	309
Panama Air Depot	1-8518-PC	9/2/43	1	0	0	1	1	0	0
Miami Air Depot	-	-	148	0	0	1	148	0	0
AAF Specialized Depot	M/T	5/20/43	21	0	0	17	357	0	0
In-Transit Depot	[redacted]	9/15/42	13	0	0	6	78	0	0

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AAF Signal Service Depot	[illegible]	[illegible]	21		[illegible]	1	[illegible]			
Sub Depot	Dent	-			[illegible]	1	[illegible]			
Sub Depot	-	-	16		[illegible]	1	16			
Air Freight Wing	[illegible]	[illegible]	[illegible]		[illegible]	1	[illegible]			
Air Freight Sq	[illegible]	[illegible]	[illegible]		[illegible]	1	[illegible]			
Plant Maint Sq	[illegible]	[illegible]	[illegible]		[illegible]	1	[illegible]			
Radio Squadron	Dent	[illegible]	[illegible]		[illegible]	1	[illegible]			
Photo Lab (Mob Wing) (A-)	Dent	-	3	1	[illegible]	1	[illegible]	1	[illegible]	
Photo Lab (Cont Sq) (A-)	Dent	-	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	100	
Service Sq, Sq (Sp)	Dent	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Engineering Sq Service Group (Sp)	Dent	-	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Materiel Sq Service Sq (Sp)	Dent	-	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Service Sq, Sq (Sp)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Service Squadron	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Air Depot Gp, Sq [illegible] Sq	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Depot Repair Sq, [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Depot Supply Sq	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Weather Service	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]	
Communications Service	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]	
Foreign Dep't Pool	-	-	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]	
Personnel En Route	-	-	3000	9	9771	1	3000	9	9771	
Qml Maint Co (Avn)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Qml Depot Co (Avn)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Qml Storage Co (Avn)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	100	
Engr Utilities Det (Avn)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Engr Avn Fire Fighting Plat	[illegible]	[illegible]	1	0	[illegible]	1	[illegible]	[illegible]	[illegible]	
Engr Avn Maint Co	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Engineer Bn (Avn)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Engr Av Bn Hq Co	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Engr Topo Co (Avn)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Engr Avn Camouflage Bn	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Engr Property Officer	-	-	1	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Ordnance Am Co	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Ordnance Am Co Avn (-)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Ordnance Maint Co AF	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Ordnance Depot Co	[illegible]	[illegible]	[illegible]	1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

EFFECTIVE PERIOD

Unit	T/O		UNIT STRENGTH Off	EM	Tot	No. of Units	AGGREGATE STRENGTH Off	EM	Tot
		CONTINENTAL U.S., ALASKAN, CARIBBEAN AREA (Cont'd)							
Ordnance Supply & Maint Company (Avn)	9-417	9/29/43	4	0	76	21	84	0	1596
Ordnance Co Service (Avn)	-	-	5	0	370	8	40	0	2960
Ordnance Officer at Large	-	-	111	0	0	1	111	0	0
[redacted] Flat Transp AS	M/T	10/12/42	1	0	60	55	55	0	3300
[redacted] Flat AD Group	10-427	7/1/42	2	0	22	7	14	0	154
[redacted] Boat Co (Avn)	10-497	2/11/42	3	12	91	3	9	36	273
[redacted] Co Depot Subsist (Avn)	10-477	7/1/42	3	0	54	3	9	0	162
[redacted] Co Depot Class III (Avn)	10-467	7/1/42	2	0	30	3	6	0	90
[redacted] Co Service (Avn)	-	-	1	2	567	8	8	16	4536
[redacted] Co Service Op (Avn)	10-437	7/1/42	5	0	76	10	50	0	760
[redacted] Truck Co (Avn)	10-517 (C-1)	7/1/42	3	0	99	14	42	0	1386
[redacted] Officers at Large	-	-	96	0	0	1	96	0	0
Radar & VHF Install & Maint Unit	-	-	2	0	7	1	2	0	9
Signal Co (Avn)	11-217 (C-1)	5/19/42	6	0	175	6	36	0	1050
Signal Co Wing	11-247	7/1/42	3	0	86	3	9	0	258
Signal Co Service Op	11-237	3/26/43	3	0	97	10	30	0	970
Signal Co Depot (Avn)	11-287	3/26/43	7	3	216	7	49	21	1512
Signal Co Hq AAF	M/T 11-32	7/1/42	7	2	294	1	7	2	294
Signal Radio Intell Co (Avn)	11-297	6/10/43	8	0	192	3	24	0	576
Signal Service Co (Avn)	-	-	9	25	878	1	9	25	878
Signal Bn Air Support Cmd	11-335	5/19/42	21	0	488	3	63	0	1464
Radar Calibration Det	1-727	5/12/43	10	0	29	3	30	0	87
Sig Hq & Hq Co AWS Fighter Cmd	11-450-1	9/4/41	12	0	212	3	36	0	636
Signal AW Service	-	-	460	90	9450	1	460	90	9450
Signal Officers at Large	-	-	37	0	0	1	37	0	0
Med Supply Plat (Avn)	8-497	6/3/42	2	0	19	7	14	0	133
Med Dispensary Det (Avn)	Tent	4/2/43	4	0	21	5	20	0	105
AAF Regional Hospital	-	-	171	7	1194	1	171	7	1194
Med Air Evac Transp Sq	8-447	2/15/43	31	0	61	3	93	0	183
Medical at Large	-	-	2025	29	8280	1	2025	29	8280
Nurses	-	-	2300	0	0	1	2300	0	0
Finance at Large	-	-	60	0	450	1	60	0	450
Accountable Dispersing Office	-	-	0	1	0	21	0	21	0
Chaplain at Large	-	-	27	0	-	1	27	0	-
Total Personnel							31009	1259	172335

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ARMY AIR FORCES

TABLE [illegible]

(ZI DIVISION AIR FACILITIES)

PRACTICE PERIOD

Unit	T/O	Unit Strength Off	EM	Sq	No. of Units	Authorized Strength Off	EM	Sq
		ATLANTIC AND CARIBBEAN AREA						
AF, HQ & HQ Sq	1-400-15(FC)-3	7/5/42	147	7	469	1	147	7	469
Air Service Gp, Sq & HQ Sq	1-100-15	7/13/42	148	17	325	1	148	17	325
Air Serv Area Com, HQ & HQ Sq	FAT 121	7/13/42	10	5	130	0	120	15	414
Bomber Cmd (VH) HQ & HQ Sq	1-100-13-2	8/15/43	76	3	255	1	76	3	255
Fighter Cmd, HQ & HQ Sq	1-1-13	8/15/42	61	2	231	1	61	2	231
Air Support Cmd, HQ & HQ Sq	1-100-1(-1)	7/1/42	61	0	214	1	54	0	214
Bomb Wing (VH) HQ	Tent	-	39	1	85	2	78	2	90
Bomb Group (VH) HQ	Tent	-	15	0	9	10	150	0	90
Bomb Sq (VH) Air	Tent	-	74	0	34	40	2960	0	3760
Bomb Sq (VH) Maint	Tent	-	17	0	302	40	680	0	11480
Fighter Group HQ	1-15 (C-1)	7/1/42	22	1	50	10	220	10	500
Fighter Sq	1-27 (C-3)	7/1/42	39	0	252	40	1560	0	10080
Fighter Control Sq	1-47	6/20/42	24	0	222	10	240	0	2220
Night Fighter Sq	1-67	6/22/43	41	0	238	5	205	0	1190
Troop Carrier Gp, HQ	1-312	4/15/43	26	1	80	1	26	1	80
Troop Carrier Sq	1-317 (C-2)	8/3/43	59	24	259	4	236	96	1036
Air Support Control Sq	1-547	9/9/43	6	0	213	1	6	0	213
Air Depot	Tent	6/29/42	110	1	0	1	110	1	0
Sub-Depot	T/T		9	0	0	2	18	0	0
Weather Service	-	-	268	49	1466	1	268	49	1466
Communications Service	-	-	312	0	5599	1	312	0	5599
Base HQ & Air Base Sq (Med)	1-423 (Med)	9/1/42	10	0	130	5	50	0	675
Dep't Control Depot, HQ & HQ Sq	20-45 (C-2)	4/1/42	18	0	117	1	18	0	117
Statistical Control Unit	1-403 (Type M)	5/21/43	7	0	52	2	14	0	104
Photo Intelligence Det.	1-7478	9/15/42	43	0	49	1	43	0	49
AAF Combat Camera Unit	FAT 130	11/9/42	9	0	23	1	9	0	23
Photo Lab Section	Tent	-	4	1	50	1	4	1	58
Air Transport Sq (Obs)	1-347	2/24/42	23	1	131	2	46	2	262
Photo Lab Bomb Wing (VH)	Tent	-	3	1	44	2	6	2	88
Photo Lab Bomb Gp (VH)	Tent	-	1	0	20	10	10	0	200
Service Gp, Hq & Hq Sq (Sp)	Tent	-	25	0	348	10	250	0	3480
Engineering Sq Serv Gp (Sp)	Tent	-	9	1	207	10	80	10	2070
Materiel Sq Serv Gp (Sp)	Tent	-	6	1	118	10	60	10	1180
Service Gp, Hq & Hq Sq	1-412 (C-1)	6/10/43	28	0	136	5	140	0	680
Service Squadron	1-417 (C-1)	7/1/42	7	2	227	11	77	22	2497

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND TRAINING)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	WO	Enl	No. of Units	AUTHORIZED STRENGTH Off	WO	Enl
		ATLANTIC AND EUROPEAN AREA (Cont'd)							
Air Depot Gp, Hq & Hq Sq	1-852	7/1/42	19	0	160	5	95	0	750
Depot Repair Sq	1-857	7/1/42	10	0	340	5	50	0	1700
Depot Supply Sq	1-858	7/1/42	8	0	129	5	40	0	645
Cml Maint Co (Avn)	3-47 (C-1)	4/1/42	4	0	119	1	4	0	119
Cml Depot Co (Avn)	3-418	2/28/42	4	0	78	1	4	0	78
Engineer AF Hq Co	5-800-2 (C-1)	4/1/42	12	0	213	1	12	0	213
Engineer Topo Co (Avn)	5-447 (C-1)	2/6/42	8	0	147	1	8	0	147
Engineer Bn (Avn)	5-415 (C-4)	4/1/42	31	0	776	5	155	0	3880
Engr Avn Fire Fighting Plat	5-337	5/17/43	1	0	28	11	11	0	308
Engr Utilities Det (Avn)	5-283 (Col 6)	4/21/43	2	0	50	11	22	0	550
Ordnance Am Co (Avn)	9-17	4/1/42	6	0	180	1	6	0	180
Ordnance Maint Co AF	9-257 (C-1)	3/13/42	8	1	217	1	8	1	217
Ordnance MM Co Avn (4)	10-487 (C-1)	7/1/42	2	0	46	5	10	0	230
Ord Supply & Maint Co (Avn)	9-17	4/24/43	4	0	76	11	44	0	836
Ordnance Depot Co	9-87	6/1/43	5	1	150	1	5	1	150
AA Flat AD Group	10-427	7/1/42	2	0	22	5	10	0	110
AA Truck Co (Avn)	10-517 (C-1)	7/1/42	3	0	69	10	30	0	690
AA Co Host (Avn)	10-437	2/11/42	3	17	41	1	3	17	41
AA Co Service Group	10-437	7/1/42	5	0	75	5	25	0	375
AA Co Depot Echelon (Avn)	10-477	7/1/42	3	0	64	1	3	0	64
AA Co Depot Class III (Avn)	10-477	7/1/42	2	0	34	1	2	0	34
Signal Co (Avn)	11-217 (C-1)	5/15/42	6	0	175	5	30	0	875
Signal Radio Intell Co	11-237	6/10/43	5	0	120	1	5	0	120
Signal Co Wing	11-[illegible]	7/1/42	3	0	60	2	6	0	120
Signal Co Service Gp	11-237	7/10/42	3	0	47	5	15	0	235
Signal Co Depot (Avn)	11-237	3/21/43	7	0	216	5	35	10	1080
Signal Constr Bn (Avn)	11-[illegible]	7/1/42	17	1	407	1	17	1	407
Signal Bn Air Support Cmd	11-[illegible]	7/15/42	21	0	478	1	21	0	478
Signal Hq & Hq Co AAF Fighter Command	11-500-1	5/2/41	18	0	217	1	18	0	217
Signal AW Service	-	-	100	50	4450	1	100	50	4450
Radar Calibration Det	1-727	6/22/43	10	0	59	1	10	0	59
Med Supply Plat (Avn)	8-427	6/5/42	1	0	19	1	1	0	19
Med Air Evac Transp Sq	8-447	2/17/43	21	0	1	1	21	0	21
Med Dispensary (Avn)	-	-	4	0	20	11	44	0	220
TF Company (Avn)	12-217	5/1/42	4	0	138	5	20	0	690
Finance AF Large			55	2	481	1	55	2	481
Chaplain AF Large			20	0	-	1	20	0	-
Total Personnel							4868	372	80402

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ARMY AIR FORCES

TROOP BASIS

(EXCLUDING AIR TRANSPORT AND FERRYING)

PROGRAMING PERIOD

Unit	T/O		UNIT STRENGTH Off	Enl	Bn	No. of Units	AVAILABLE STRENGTH Off	Enl	Bn
			FAR EAST - ASIATIC AREA						
AF Hq & Hq Sq	1-500-1S-HS (O-1)	7/1/42	63	3	231	2	126	6	462
AF Service Cmd, Hq & Hq Sq	1-4,00-1S	7/13/42	188	17	825	2	376	34	650
Air Service Area Cmd, Hq & Hq Sq	FAT 121	7/13/42	40	5	138	2	80	10	276
Bomber Cmd (VH) Hq & Hq Sq	1-1 O-1S-2	2/15/43	76	3	255	2	152	6	510
Fighter Cmd, Hq & Hq Sq	1-1-1S	8/15/42	81	2	231	2	122	4	462
Air Support Cmd, Hq & Hq Sq	1-500-1 (O-1)	7/1/42	54	0	214	2	108	0	428
Base Wing (VH) Hq	Tent	-	39	1	25	6	234	6	150
Troop Carrier Wing, Hq & Hq Sq	1-310-1 (O-1)	2/15/43	41	2	125	1	41	2	125
Bomb Gp (VH) Hq	Tent	-	15	0	9	25	375	0	225
Bomb Sq (VH) Air	Tent	-	74	0	94	100	7400	0	9400
Bomb Sq (VH) Maint	Tent	-	17	0	362	100	1700	0	36200
Bomb Gp (H) Hq	1-112	3/26/43	24	1	55	1	24	1	55
Bomb Sq (H)	1-117 (AAF)(O-1)	3/26/43	69	0	351	4	276	0	1404
Fighter Gp Hq	1-12 (O-1)	7/1/42	22	1	50	25	550	25	1250
Fighter Squadron	1-27 (O-3)	7/1/42	39	0	252	100	3900	0	25200
Fighter Control Sq	1-47	4/26/43	24	0	222	25	600	0	5550
Night Fighter Sq	1-67	5/24/43	41	0	238	15	615	0	3570
Recn Gp Hq (Fighter)	Tent		24	1	54	1	24	1	54
Recn Sq (Fighter)	Tent		35	0	182	4	140	0	728
Troop Carrier Gp Hq	1-312	2/15/43	26	1	80	6	156	6	480
Troop Carrier Sq	1-317 (O-2)	2/3/43	59	24	259	24	1416	576	6216
Air Support Control Sq	1-547	5/5/43	6	0	213	2	12	0	426
Photo Intelligence Det	1-7473	9/15/42	43	0	49	2	86	0	98
Photo Lab Section	Tent	-	4	1	58	2	8	2	116
AAF Combat Camera Unit	FAT 130	11/9/42	9	0	23	2	18	0	46
Statistical Control Unit	1-3003 (Type B)	5/24/43	7	0	52	2	14	0	104
Repl Control Depot, Hq & Hq Sq	20-45 (O-2)	4/1/42	18	0	117	2	36	0	234
Base Hq & Air Base Squadron (Red.)	1-422 (RS)	9/1/42	10	0	135	16	160	0	2160
Air Depot	Tent	6/29/42	110	1	0	2	220	2	0
Sub-Depot	M/T		9	0	0	3	27	0	0
Base Air Depot	-	-	106	17	3619	1	106	17	3619
Emergency Rescue Sq	1-987	11/9/43	59	0	205	1	59	0	205
Weather Service			248	45	1357	1	248	45	1357
Communications Service			289	0	5183	1	289	0	5187

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Unit	T/O		Off	WO	EM	No. of Units	Off	WO	EM
			PACIFIC AREA (Cont'd)						
Aircraft Assembly Sq	FAF 115	1/30/43	12	0	226	1	12	0	226
Photo Lab Bomb Wing (VH)	Tent	-	3	1	14	8	24	8	112
Photo Lab Bomb Gp (VH)	Tent	-	1	0	20		8	0	160
Service Gp Hq & Hq Sq (Sp)	Tent	-	2	0	148		16	0	1184
Engineering Sq Service Gp (Sp)	Tent	-	4	1	207		32	8	1656
Materiel Sq Service Gp (Sp)	Tent	-	4	1	111		32	8	888
Service Gp, Hq & Hq Sq	1-412 (O-1)	8/10/43	13	0	136	1	13	0	136
Service Squadron	1-417 (O-1)	7/1/42	7	2	227	33	21	66	7491
Air Depot Gp, Hq & Hq Sq	1-852	7/1/43	19	0	170	15	285	0	2550
Depot Repair Squadron	1-857	7/1/42	10	0	140	11	110	0	1540
Depot Supply Squadron	1-858	7/1/42	8	0	189	15	120	0	1890
Cml Co Air Operations	3-457	7/1/42	4	0	130	8	32	0	1040
Cml Maint Co (Avn)	3-47 (O-1)	4/1/42	4	0	114	3	12	0	456
Cml Depot Co (Avn)	3-418	2/28/42	4	0	78	2	8	0	156
Engr AF Hq Co	5-800-2 (O-1)	4/1/42	10	0	213	2	20	0	426
Engr Depo Co (Avn)	5-447 (O-1)	2/6/42	4	0	147	2	8	0	294
Engineer Bn (Avn)	5-410 (O-4)	4/1/42	31	0	776	10	310	0	11640
Engr Avn Fire Fighting Platoon	5-237	7/1/43	1	0	25	33	33	0	825
Engr Utilities Det (Avn)	5-283 (Col O)	4/21/43	2	0	50	33	66	0	1650
Engr Avn Maint Co	5-147	4/1/42	10	0	179	3	30	0	537
Engr Avn Depot Co	5-47	4/1/42	6	0	159	2	12	0	318
Airborne Engr Bn (Avn)	5-455	5/1/43	28	1	701	2	56	2	1404
Ordnance Am Co	9-17	4/1/42	4	0	196	2	12	0	784
Ordnance Maint Co AF	9-257 (O-1)	3/13/42	8	1	216	2	16	2	432
Ordnance Depot Co	9-[illegible]	6/2/43	3	1	180	2	10	2	360
Ordnance Mn Co Avn (-)	10-487 (O-1)	9/1/42	2	0	47	15	3	0	705
Ordnance Supp & Maint Company (Avn)	9-417	4/29/43	4	0	76	33	132	0	2508
AF Platoon MD Gp	10-427	7/1/42	2	0	32	17	34	0	544
AF Co Boat (Avn)	10-497	2/11/42	3	12	91	2	6	24	182
AF Truck Co (Avn)	10-517 (O-1)	7/1/42	3	0	99	48	144	0	4752
AF Co Service Gp (Avn)	10-437	7/1/42	5	0	95	16	80	0	1520
AF Co Depot Specialist (Avn)	10-477	7/1/42	3	0	82	2	6	0	164
AF Co Depot Class III (Avn)	10-[illegible]7	7/1/42	2	0	30	2	4	0	60
Signal Company (Avn)	11-727 (O-1)	6/19/42	4	0	147	4	16	0	588
Signal Radio Intell Co (Avn)	11-287	6/10/43	8	0	154	2	16	0	308

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ARMY AIR FORCES

FORCE BASIS

(EXCLUDING AIR TRANSPORT AND TROOPS)

PEACETIME PERIOD

Unit	T/O		UNIT STRENGTH Off	We	En	No. of Units	AVAILABLE STRENGTH Off	We	En
		PACIFIC - ASIATIC AREA (Cont'd)							
Signal Company Wing	11-247	7/1/42	3	0	86	6	18	0	516
Signal Co Troop Carrier Wg	11-257	5/23/43	7	0	127	1	7	0	127
Signal Co Service Gp	11-237	3/26/43	3	0	97	16	48	0	1552
Signal Co Depot (Avn)	11-287	3/26/43	7	3	210	15	105	45	3150
Signal Constr Bn (Avn)	11-225	7/1/42	17	1	407	2	34	2	814
Signal Bn Air Support Cmd	11-335	6/19/42	21	0	458	2	42	0	916
Signal Hq & Hq Co AAS Fighter Command	11-450-1	9/4/41	12	0	212	2	24	0	424
Radar Calibration Det	1-727	5/12/43	10	0	29	2	20	0	58
Signal AW Service			1364	289	23347	1	1364	289	23347
Med Supply Plat (Avn)	8-497	6/3/42	2	0	19	15	30	0	285
Med Dispensary (Avn)	-	-	4	0	24	29	116	0	696
Med Air Evac Transp Sq	8-447	2/15/43	31	0	61	2	62	0	122
MP Company (Avn)	19-217	5/1/42	4	0	100	16	64	0	1600
Finance at Large	-	-	139	5	966	1	139	5	966
Chaplain at Large	-	-	63	0	-	1	63	0	-
Total Personnel							22376	1236	208800

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	Atlantic-European Areas	Pacific-Asiatic Areas	Continental U.S. Alaskan Caribbean Areas	Total
[illegible]				
[illegible]				
[illegible]	10	25	5	40
[illegible]	0	1	1	2
[illegible]	0	0	1	1
[illegible]	10	25	10	45
[illegible]	0	1	2	3
[illegible]	1	6	4	11
[illegible]	21	58	26	105

[illegible]

(excluding [illegible] Air Transport Command)

Officers	7,458	25,176	31,809	66,443
Warrant Officers	378	1,290	1,279	2,947
Enlisted Men	89,602	206,500	177,335	481,737

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11 December letter

DIGEST OF COMMENTS ON "INITIAL POST WAR AIR FORCE"

1. AC/AS, Personnel, Brig. Gen. J. M. Bevans.

   a. "It is believed that the existing AAF organization, cut back in size to fit future conditions, will prove more effective ..... than the proposed AAF organization."

   b. "Proposed Base Organization (Chart 5) appears inadequate for the attainment of results with respect to the personnel function."

2. AC/AS, Intelligence, Brig. Gen Thomas D. White

   a. "Recommends Deputy for Intelligence.

3. AC/AS, OC&R, Brig Gen. H. A. Craig

   a. "Combine Chief of Plans and Chief of Operations."

   b. "Additional Chief of Requirements under Deputy for Operations."

   c. "Additional Chief of Communications under Deputy for Operations."

   d. "Remove "Antiaircraft" from Director of Administration and Services and place under Deputy for Operations."

   e. "It is not believed that our air striking force should be parcelled out among six commands and dispersed throughout the world."

   f. "No provision for routine patrols over water or antisubmarine operations (in composition of tactical air force) yet the 'naval arm' provides only for ship-borne aircraft."

   g. "The composition proposed for the tactical force does not provide sufficient medium and light bombardment groups."

   h. "Provision should be made for the incorporation of glider units."

   i. "No provisions have been made for emergency rescue squadrons in the Atlantic and European areas nor for emergency rescue units operating especially designed marine rescue craft."

   j. "Excess number of supervisory Headquarters and associated Aricraft Warning and Control Units."

   k. "Each of the six Forces should have a Tactical Air Division with a minimum of one medium or light bombardment group."

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l. "Present chain of command too cumbersome as to Air Defense and Fighter Operations."

m. "Present Tables of Organization will not operate under peacetime conditions."

4. Air Communications Officer, Brig. Gen. H. M. McClelland

a. Recommends Deputy for Communications.

b. Recommends an electronics research and development activity and an electronics proving unit.

5. AC/AS, M&D, Maj. Gen. O. P. Echols

a. "The Air Forces must retain complete authority for the procurement and production of aircraft and other items of exclusive interest to the Air Forces."

b. "Requirements and logistics functions should be transferred from the Deputy For Operations to the Deputy For Supply and Maintenance."

c. "The Deputy For Supply and Maintenance should have attached directly to his office the following two offices:
'Production and Resources-Laision Planning, and 'Procurement Planning."

d. "The budget, fiscal and finance responsibilities should be transferred from the Deputy For Administration and Services to the Deputy For Supply And Maintenance."

6. AC/AS, Plans, Gen. L. S. Kuter.

(No written comments in file).

7. The Air Inspector, Brig Gen. Junius W. Jones.

a. "Under Chief of Operations it is suggested that the 'Technical Services' Division should be called 'Flight Services' and should include thereunder branches for flight control, airways communications and weather."

b. "Under Chief of Personnel the Morale Division should be eliminated as a separate division and placed as a section under Military Personnel."

c. "Under Chief of Services, 'Budget, Fiscal, and Finance' should be changed to Finance only."

d. "The Budget and Fiscal activity should be transferred to a position directly under the Chief of Air Staff."

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e. "The Antiaircraft Officer should be transferred to a position under the Deputy for Operations."

f. "Each echelon from the lowest in the field to the top staff should be functionally organized so that similar functions in one echelon are under the same organization channel in which they appear in each other echelon."

g. Recommends the decentralization of routine administrative and operative functions to area Deputy Commanders who would be responsible for the administrative supervision of all Air Force elements within his area, including the Air Force itself and elements of the Air Service, Transport, Materiel, and Training Commands.

8. The Air Surgeon, Maj Gen. David N. W. Grant.

a. "It is strongly recommended that the Air Surgeon be placed in the same relationship to the Chief of A/S as the Air Inspector.

b. "Personnel of post war Air Force should have dual assignment, I. E., hospital or dispensary duty as wll as tactical unit assignments. Exceptions will be made for such medical personnel as are assigned to Training Commands and schools.

c. Troop basis should include Air Force hospitals and dispensaries on the basis of one per base or air force station, regardless of geographical location.
(NOTE: Report of the Air Surgeon covers 11 typewritten pages and discusses in "wide" variety all pertinent problems, which are too numerous to note here.)

9. Special Projects Office, Col. F. Trubee Davison.

10. Special Assistant for Antiaircraft, Maj Gen. H. R. Oldfield.

a. "The assumption that antiaircraft artillery functions as an administrative service only for local defense of airfields is incorrect and cannot be accepted as a basis for planning. Integration of the antiaircraft artillery with the air force is the declared policy of this Headquarters.

b. "The head of the Antiaircraft Artillery should be a Deputy Chief of Air Staff.
(NOTE: This report contains a study of antiaircraft artillery troop requirements.)

11. Acting Air Judge Advocate, Col. Earl S. Patterson.

a. "The Office of the Judge Advocate for Air should operate directly under the Chief of the Air Staff."

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12. Training Command, Lt. Gen. Barton K. Yount.

(NOTE: See report of Training Command requirements for Initial Post War Air Force.)

13. Air Service Command, Maj. Gen. H. W. H. Frank.

a. "Proposed organization is a big step forward."

b. "It is recommended that the Service, Materiel and Transport Commands be consolidated in one command and be known as the Logistics Command, and the Commanding General be designated as Deputy Commander U. S. Air Forces."

c. "There should also be a Deputy Commander for Operations and a Deputy Commander for Personnel and Training."

d. "It is not believed advisable to set up under Chief of Research and Technical Development separate sections for Electronics, Air Armament and Special Devices, but that these three functions be included under a Technical Equipment Section.

e. "It is further recommended that an Automotive Section be set up under the Chief of Research and Development, and that a Power Plant Section be established under the Chief of Research and Technical Development and also under the Chief of Maintenance.

14. Materiel Command, Maj Gen. Chas. E. Branshaw.

a. Recommends ~~that~~ additional light bombardment groups for the destruction of enemy shipping.

b. It is recommended that a larger percentage of our operating groups be retained within the continental United States.

c. Raises the question as to what assumptions are proper with regard to contemplated obsolesence of various types of aircraft.

d. Recommends that all supply service be conbined under the Director of Production, Procurement and Resources.

15. Air Transport Command, Maj. Gen H. L. George.

NOTE:(This report discusses contemplated post war mission of ATC and presents an estimate of requirements for planes and personnel.)

16. Army Air Forces Board, Brig. Gen E. L. Bubank.

a. The deployment of all units should be such that their aircraft using a 3,000 mile radius of reconnaissance, will be able to cover any possible country or area which may be a potential enemy or enemy base.

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b. Military forces should be deployed at home and abroad according to the same geographical boundaries, in order to simplify the control by a single commander for the armed forces in each area.
(NOTE: This is a lengthy report covering 8 typewritten pages, which offers 15 specific recommendations. These, however, deal with subjects other than the proposed Organization Charts.)

17. Commanding General, First Air Force, Gen. F. O'D Hunter.

a. "Proposed plan is in general concurred in by this Headquarters."

b. "It is felt that a more balanced deployment may be obtained by reducing the Pacific-Asiatic Theater by 15 very heavy bomber groups and 10 fighter groups, adding these to the U. S.-Alaska-Caribbean Theater.

c. "The present advantage of the U. S. in long-range very heavy bombardment aircraft must be maintained."

18. Commanding General, Second Air Force, Brigadier Gen. U. G. Ent.

a. Question whether 2 heavy bomb groups and 3 reconnaissance groups are adequate.

b. " Air Adjutant General to be added where M/T or T/O calls for Commanding General.

c. " Remove Chief of Intelligence and all Special Sections from Deputy for Operations and set up additional Deputy for Intelligence.

d. " Place Antiaircraft Officer under Deputy for Operations."

e. " Under Deputy for Supply and Maintenance add Chief of Transportation."
(NOTE: This report contains 24 recommendations.)

19. Commanding General Third Air Force, Maj. Gen. W. T. Larson.

No reply in File.

20. Commanding General Fourth Air Force, Maj. Gen. Wm. E. Lynd.

a. " Concur in general with the over-all plan."

b. " Typical base organizations being set up at several stations for the purpose of determining its adequacy. All indications point toward a more efficient organization under this plan of operation.

c. "It is not believed that present T/O for service units will be adequate."

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27 January 1944

MEMORANDUM FOR COLONEL P. M. HAMILTON.

SUBJECT: Comments by Staff Sections on Plan for Initial Post War Air Force.

1. The following is a tabulation of the comments received in this Division to date. These fall into two general classes:

A. Those recommending changes in the Organizational Charts, Nos. 1, 2, 3 and 4.

B. Those making a recommendation of a broader character.

A. Comments	By
1. Intelligence should not be a sub-section under Deputy of Operations and Director of Operations. (NOTE) This comment is not apt, as the Director of Intelligence is placed under the Deputy of Operations, but is co-equal with Director of Operations and all other Directors.	Brig. Gen White, AC/AS, Intelligence
2. Basic Plans should be redrawn to incorporate provision for co-equal staff direction throughout all echelons for (a) Administration, (b) Intelligence, (c) Operations and Training, (d) Supply and Related Activities.	Brig. Gen White, AC/AS, Intelligence
3. Remove "Chief of Intelligence" under all subsections from Chart No. 2 and substitute "Deputy Intelligence".	Brig. Gen. U. G. Ent, CG, 2nd Air Force.
4. In Chart No. 3 change "Chief of Defense and Security" to "Air Provost Marshal" and remove "Anit-Aircraft Officer" and place under "Deputy for Operations".	Brig. Gen. U. G. Ent.

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		By
A.	Comments (Continued)	
	5. Chart No. 4 should contain another sub-section under "Deputy for Supply and Maintenance", namely, "Chief of Transportation" under which there should be three sub-sections: i. e., "Traffic", " Operations", and "Maintenance" . If this were done, it would be possible to eliminate the "Traffic" Section under "Chief of Supply" and the "Automotive Section under "Chief of Maintenance".	Brig. Gen. U. G. Ent.
	6. The Anit-Aircraft Officer (Chart 3), should not be placed under the Director of Services, but should be a separate Director under the Deputy for Operations.	Brig. Gen. H. A. Craig, AC/AS, OC&R.
	Under the Deputy for Operations there should be a Chief of Plans and Operations, a Chief of Requirements, a Chief of Training, a Chief of Communications, and a Chief of Intelligence. The Chief of Plans and Operations should have a Plans Divisions; an Operations Division and a Liaison Division. The Chief of Requirements should have a Requirements Division, a Troop Basis Division and a Logistics Division.	Brig Gen. H. A. Craig
	7. The Office of the Judge Advocate General for Air should operate directly under the Chief of The Air Staff, and should not be subordinated to the Deputy for "Administration and Services" and to the Chief of Services.	Col. Earl S. Patterson, Act. Air Judge Advocate.
	8. Remove "Public Relations" from "Chief of Air Staff" and place under "Director of Intelligence.	Brig. Gen. Ent.
B.	Comments	
	1. The variety of changes in the composition of the tactical Air Force are too numerous to list here.	Brig. Generals Ent and Craig.
	2. Air Adjutant General to be added to all Commands where M/T or T/O calls for a Commanding General.	
	3. Investigate the practicability of integrating civil air lines and other normal private flying activities with the Air Forces.	Brig. Gen White.

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B. Comments (Continued)

4. It is not believed that our strik- Brig. Gen Craig.
Air Force should be parcelled out throughout six Commands and disbursed all over the world, but should be retained centrally available for concentration against any enemy.

(NOTE:) This proposal would materially change the ratio between overseas and domestic troops, and would have the effect of cutting down the number of inductees required for two-year service.

5. Organization should emphasize decentrali- Gen. Junius Jones,
zation with a view to operating and The Air Inspector
administrative functions located on an area basis.

6. Similarity in higher and lower echelons. Gen. Junius Jones.
The Air Inspector,

(Verbally, written comment will follow)

JAMES C. TATE
Captain, AC
Post War Plans Division

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HEADQUARTERS OF THE ARMY AIR FORCES

WASHINGTON, D. C.

Dec 11 1943

SUBJECT: Post War Air Force.

TO :

1. Assistant Chief of Air Staff, Plans has been directed to prepare for earliest submission a detailed plan covering the organization and composition of the post war U. S. Air Force.

2. The following have been accepted as assumptions, or ground rules, for planning purposes:

a. An autonomous Air Force as one of four major divisions of a composite Department of War, the other three being 1) Army, 2) Navy, and 3) Joint Production, Procurement and Resources Division.

b. That the Air Force will be an "A" day force, instantly ready to repel attack or to quash any incipient threat to world peace. It is therefore to be assumed that Air Force units will be stationed on an extensive chain of permanent bases extending from the Philippines eastward to the West Coast of Africa.

c. That the Air Force will consist of a GHQ, 6 Air Forces and appropriate commands.

d. The tactical force to consist of 105 groups divided into

40 very heavy bombardment groups
2 heavy bombardment groups
4 medium and light bombardment groups
45 fighter groups
3 reconnaissance groups
11 troop carrier groups

e. One Air Force to be deployed in the Atlantic (European-African) area comprised of 10 VHB, 10 F and 1 TC groups.

f. Two Air Forces to be deployed in the Pacific-Asiatic area aggregating 25 VHB, 1 HB, 25 F, 1 RFCN and 6 TC groups.

g. Three Air Forces to be deployed in the U. S. (including Alaska and the Caribbean) aggregating 5 VHB, 1 HB, 4 M/LB, 10 F, 2 RFCN and 4 TC groups.

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DOD DIR 5200.9, 27 Sep 58
By Dir, DSI — Init.

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h. That the Air Force will have complete responsibility for training its own personnel, including arms and services. (An Air Academy is contemplated which may provide complete higher education of regular officer personnel or, alternatively, may with West Point and Annapolis provide, say, two years of specialized training for Air, Army and Navy respectively to cadets who have previously undergone two years of unified general military education at a combined services school.)

i. That there will exist a "Naval Air Arm" consisting of Air Force trained personnel permanently assigned to the Navy for special training and operations with ship-borne aircraft.

j. That there will be requirement for the Air Force similarly to supply to the Army, trained personnel for artillery spotting, liaison, et cetera.

k. That the Air Force will be responsible for all phases of research development, design, production, distribution, maintenance, et cetera, of military aircraft and other materiel peculiar to aviation; development and procurement of materiel common to all the services to be the responsibility of the Joint Production, Procurement and Resources Division.

3. Attached hereto as Enclosure "A" are five charts illustrating a suggested Air Force organization conforming with the stipulations of the directive.

4. Attached as Enclosure "B" is a preliminary Troop Basis giving tentative composition of the post war Air Force calculated on present T/O's and in conformity with the above "ground rules". Programs Division of Assistant Chief of Air Staff, Operations, Commitments and Requirements is continuing preparation of a further breakdown of Enclosure "B" to indicate personnel requirements by specialties.

5. As soon as this schedule of specialist requirements is available, Assistant Chief of Air Staff, Training will provide estimated training establishment required to maintain such a force.

6. It is desired that the opinions and suggestions of each Staff Section be submitted to Assistant Chief of Air Staff, Plans to facilitate drafting the final plan. The enclosed are forwarded as a tentative "guide" to precipitate study and suggestion.

7. It is requested that you give this problem early attention and supply Assistant Chief of Air Staff, Plans, with comments and suggestions -- especially those in reference to matters presently within the scope of your office -- as soon as possible. It is hoped that each section will provide details of the further organizational breakdown it recommends to handle its particular responsibilities.

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8. While suggestions for nomenclature will be welcome, all are urged not to permit concern over the name of a job to obscure the more important analysis of its functions. Ultimate nomenclature will probably not be decided until final plan is accepted.

9. Officers of the Post War Division, AC/AS, Plans, will be available for discussion or clarification and each addressee is invited to call 74024 to arrange such conference as may be desired.

10. The importance of the problem is self-evident and the cooperation of all concerned is earnestly requested to the end that the plan finally recommended may be as comprehensive and flawless as the combined efforts of the Air Staff can make it.

By Command of General ARNOLD:

Barney M. Giles

BARNEY M. GILES,
Major General, U. S. A.,
Chief of the Air Staff.

2 Encls.
Encl A - Charts
Encl B - Troop Basis

Distribution:

A-/AS - Personnel
" - Intelligence
" - O C-S
" - M M-2
" - Plans
The Air Inspector
The Air Surgeon
The Air Judge Advocate
Special Projects Officer
The Commanding General AAF
(AAF Advisor)

CG Training Command
" Materiel Command
" Air Transport Command
" AAF Board
CG 1 AF
" 2 AF
" 3 AF
" 4 AF

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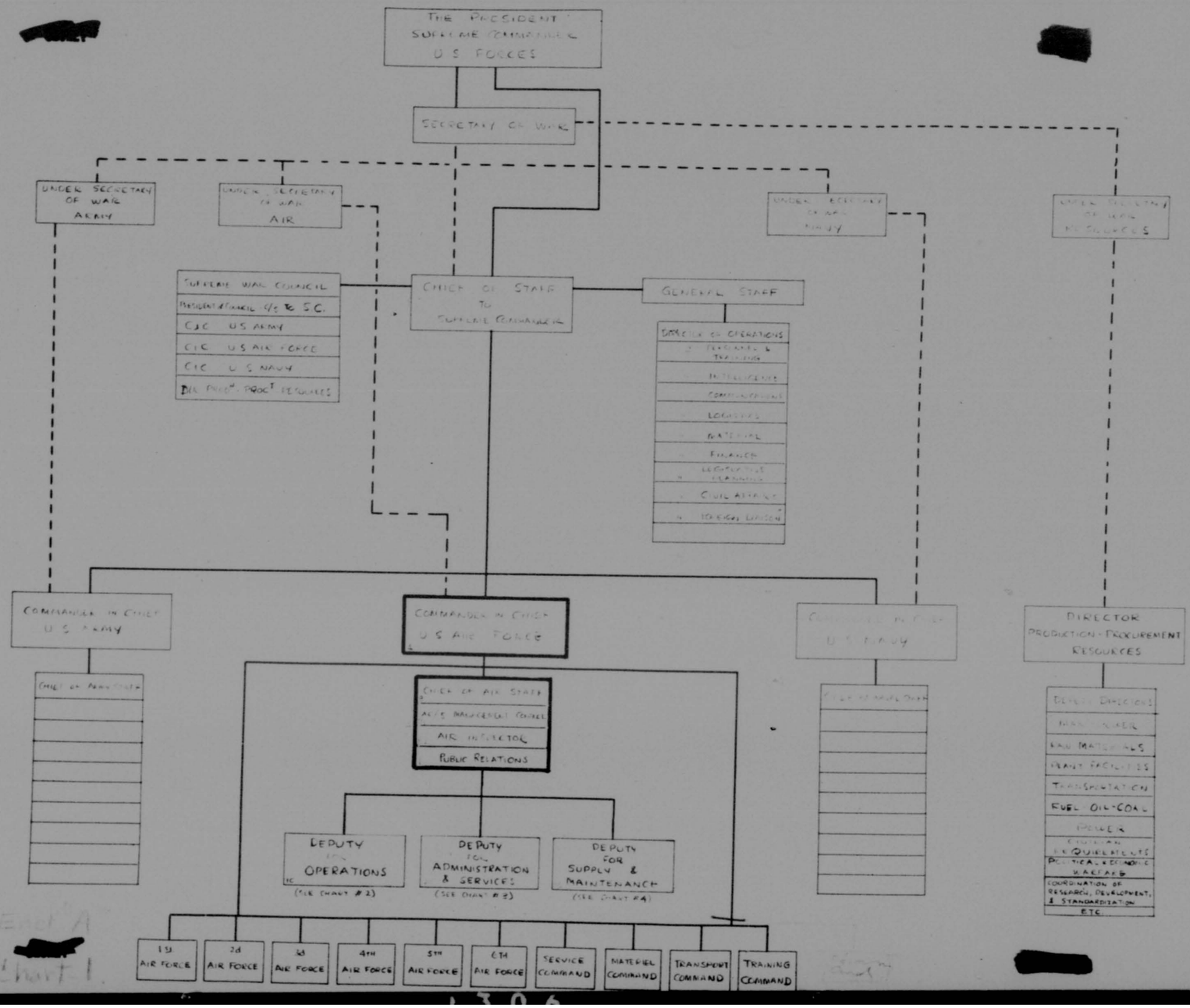

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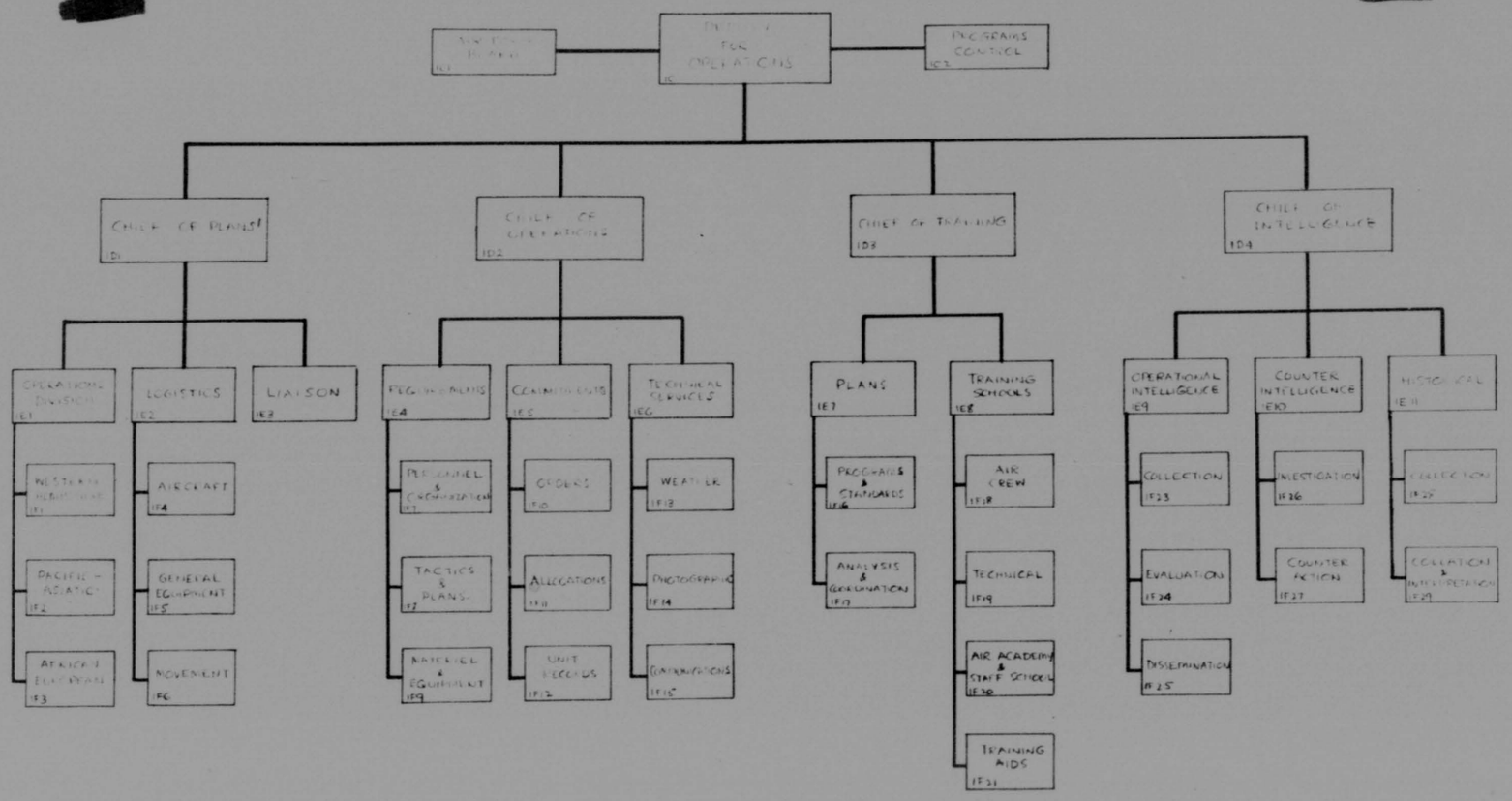

Encl A
Chart 2

2

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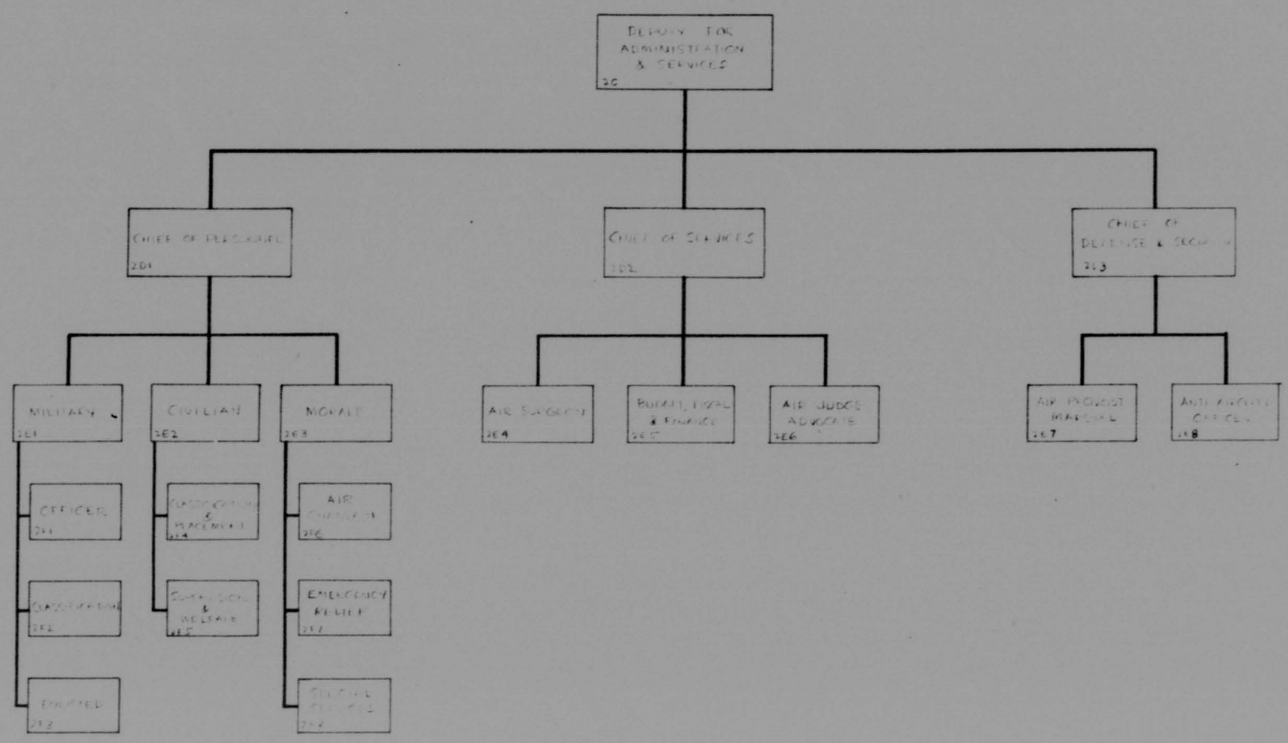

Chart 3

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SAFETY FILM KODAK

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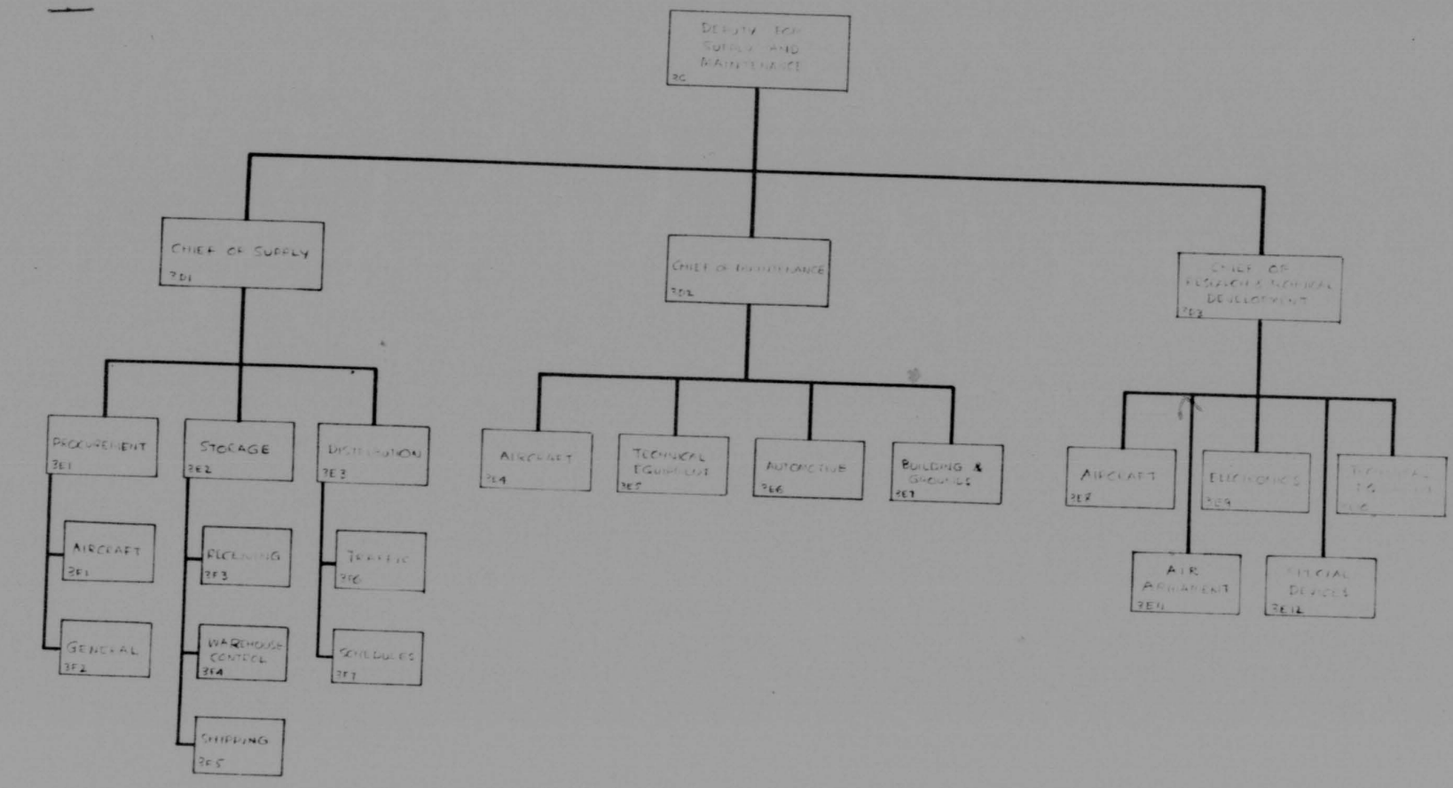

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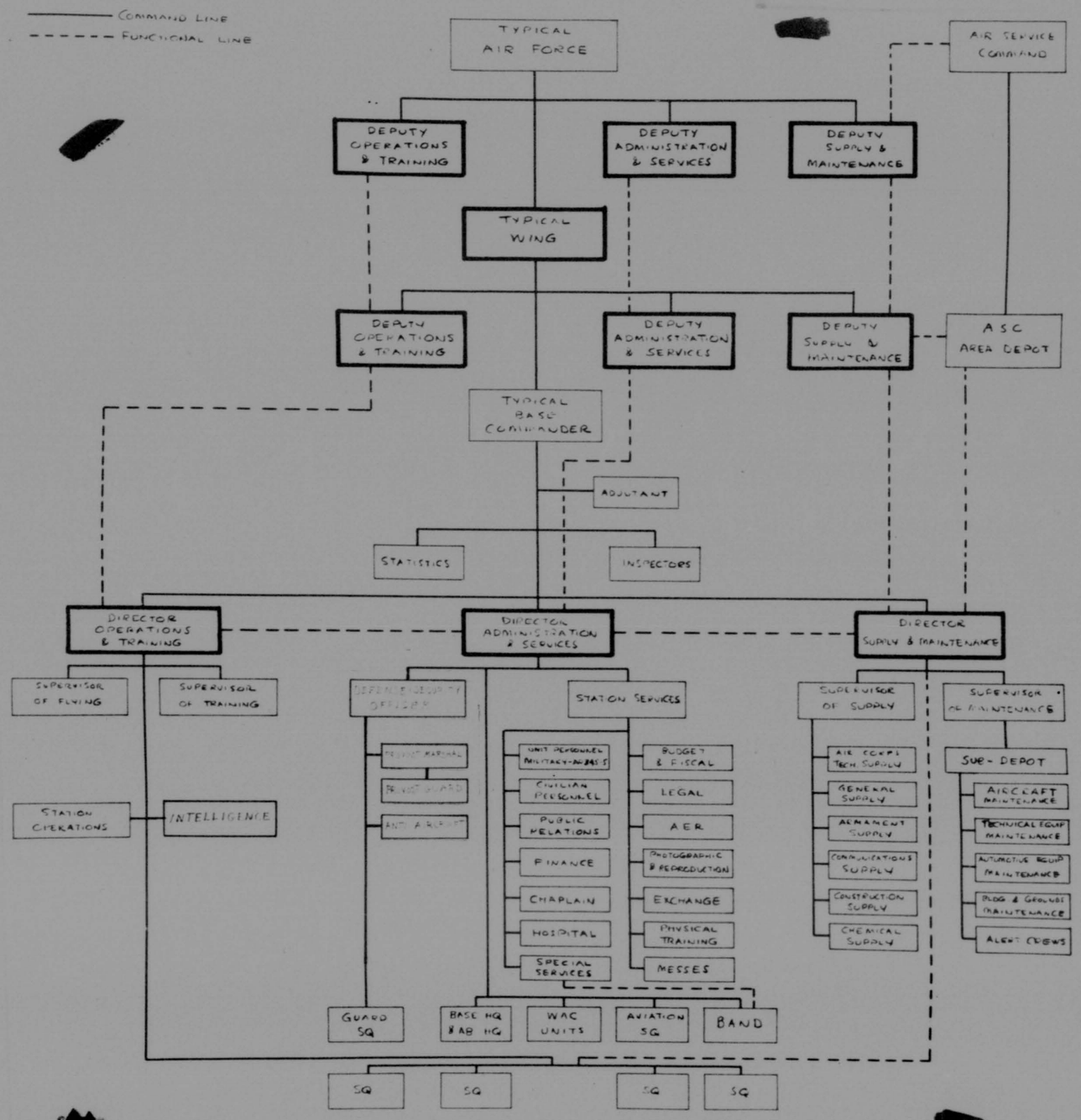

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AC/AS-Pers.

HEADQUAR[redacted]S ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force.

TO: AC/AS, Personnel. DATE 2 Feb 1944

FROM: AC/AS, Plans. COMMENT NO. 1
RCM/lay/74024

1. Reference is made to Secret letter, subject: "Post War Air Force", this office, dated 13 December 1943.

2. Request reply reach this office on or before 6 February 1944.

(2)

5A270

L. S. KUTER,
Brigadier General, U. S. A.,
Asst. Chief of Air Staff, Plans.

R. C. Moffat.
R. C. MOFFAT
Colonel, G. S. C.,
Chief, Post War Plans Div.

TO: Asst Chief of Air Staff, Plans DATE 5 February 1944

FROM: Asst Chief of Air Staff, Personnel COMMENT NO. 2
CD/ps/4225

1. It is understood that paragraph 1, item 1 refers to letter 11 December 1943 instead of 13 December 1943.

2. Proposed AAF organization resembles in many respects existing AAF organization but appears to be set up with one exceedingly important difference, i.e.

- Existing organization provides three deputy chiefs of Air Staff as direct assistants to the Chief of Air Staff to act on his behalf. The six assistant chiefs of staff exercise broad authority as to policies, plans and operations, and are held directly responsible for results.

- Proposed organization superimposes an additional level of authority and responsibility between the Chief of Air Staff and his operating staff members, in effect reverting to the system of A-1 and Director of Personnel existing prior the streamlining of 29 March 1943.

[redacted]

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DOD DIR 5200.9, 27 Sep 58
By: Dir, RSI - Init:

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: Asst Chief of Air Staff, Plans — DATE 5 Feb 1944

FROM: Asst Chief of Air Staff, Personnel — COMMENT NO. 2 Cont. CD/ps/4225

3. It is believed that the initial Post War Air Force should be streamlined along functional lines to the greatest extent possible. Essential considerations in this respect are:

a. That commanders in each echelon, including Headquarters, Army Air Forces, have competent staff officers responsible for policies, plans and operations in each important function which requires specialized knowledge and experience.

b. That to such officers there be delegated broad authority and responsibility for the attainment of results.

c. That such officers have unimpeded opportunity for direct contact with the commander, or such deputies as he authorizes to act in his behalf, and with other functional staff officers on the same level.

d. That such officers have direct and immediate authority with respect to operations within their functions, and unimpeded opportunity for direct contact with similar functional staff officers at the next lower echelon.

It is believed that the existing AAF organization, cut back in size to fit future conditions, will prove more effective in the above respects than the proposed AAF organization and contain fewer "bottle-necks."

4. A well-streamlined organization will be particularly necessary in an autonomous Air Force, at which time additional functions will have to be assumed, such as many current personnel functions now performed for the Air Forces by The Adjutant General.

5. Proposed Base Organization (chart 5) appears inadequate for the attainment of results with respect to the personnel function. Full accomplishment of such important objectives as proper manning, correct classification, evaluation and reclassification of officers, ground safety, civilian procurement and training, morale, physical training and other responsibilities of personnel administration cannot be attained by delegation to minor section chiefs reporting to a director of administrative services who is not a specialist in personnel matters. There must be at each Base a qualified personnel staff officer, capable of coordinating with AAF Headquarters personnel policies and plans, and possessed of sufficient authority and drive to activate and complete each functional personnel objective.

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HEADQUA[redacted]RS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: Asst Chief of Air Staff, Plans — DATE 5 Feb 1944

FROM: Asst Chief of Air Staff, Personnel — COMMENT NO 2 Cont. CD/ps/4225

6. It is possible that the office of the Chief of Personnel could be condensed into an executive office and three divisions as follows:

2D1 - Chief of Personnel
- Plans and Liaison
- Office Administration

2E1 - Military Personnel Division
- 2F1 - Officer Branch
- 2F2 - Enlisted Branch
- 2F3 - Requirements and Resources Branch
- 2F4 - Procurement and Classification Branch
- 2F5 - Foreign Assignments Branch

2E2 - Civilian Personnel Division
- 2F6 - Procurement and Training Branch
- 2F7 - Classification and Placement Branch
- 2F8 - Supervision and Welfare Branch

2E3 - Welfare and Morale Division
- 2F9 - Special Services Branch
- 2F10 - Personal Affairs Branch
- 2F11 - Air Chaplain Branch
- 2F12 - Ground Safety Branch

The adequacy of the above cannot be fully determined until the functions of the Under Secretary of War, Resources, are defined.

J. M. BEVANS
Brigadier General, U. S. Army

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Y

Initial Post War Air Force

AC/AS, Personnel

2 Feb 1944

1
RCM/lay/74024

1. Reference is made to Secret letter, subject: "Post War Air Force", this office, dated 11 December 1943.

2. Request reply reach this office on or before 6 February 1944.

L. S. KUTER
Brigadier General, U. S. A.,
Asst Chief of Air Staff, Plans.

R. C. MOFFAT
Colonel, G. S. C.,
Chief, Post War Plans Div.

TO: Asst Chief of Air Staff, Plans

DATE 5 February 1944

FROM: Asst Chief of Air Staff, Personnel

COMMENT NO. 2
CD/ps/4225

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TO: Asst Chief of Air Staff, Plans

DATE 5 February 1944

FROM: Asst Chief of Air Staff, Personnel

COMMENT NO. 2
CD/ps/4225

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Initial Post War Air Force

Asst Chief of Air Staff, Plans

Asst Chief of Air Staff, Personnel

5 Feb 1944

2 Cont.

CD/ps/4225

6. It is possible that the office of the Chief of Personnel could be condensed into an executive office and three divisions as follows:

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The adequacy of the above cannot be fully determined until the functions of the Under Secretary of War, Resources, are defined.

J. M. BEVANS
Brigadier General, U. S. Army

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AC/AS - Intell.

ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON, D. C.

[redacted]

WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON, D. C.

AFABI
5 January 1944

[redacted]
1-5-44 JMB.
Date Initials

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS:

Subject: Plan for Post War Air Force.

1. General. The plan for the organization and composition of the post war U. S. Air Force has been studied and the following comments and recommendations are made:

a. The genius of the American people has always demanded the minimum of standing military forces and the maximum utilization of organized and unorganized reserves. Whether the public will have become reconciled to the necessity for a large M Day Air Force by war's end or more especially during the succeeding post war years is a factor which does not affect military responsibility for stating requirements and presenting a program to meet them. Neither does military responsibility cease upon failure to obtain approval of the optimum program.

b. It is recommended therefore that the practicability of integrating civil airlines and other normal private flying activities with the post war Air Force be carefully studied. This with a view to preparedness for what, based on history, may be anticipated - namely, inevitable demand by the public for compromise in the size and quality of its military forces.

2. Specifically relating to AC/AS, Intelligence.

a. The function and jurisdiction of the three Deputies is not clear. Is it the intent that these Deputies act as Deputy Chiefs of Staff for the Commander, exercising supervisory responsibilities only, or are they Deputy Commanders exercising command responsibilities over the various sections under them? This point should be definitely clarified.

b. Intelligence is an essential element in the function of command. It is as vital as supply and maintenance, administration and services or operations. Without all three, operations are impossible.

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5 January 1944

The entire effort of all staff agencies is to insure success of operations. An operation results from the decision of the commander based on two elements: Capabilities of the enemy weighed against capabilities of his own force. The Commander should receive the former from his intelligence and the latter from his operations. By combining the two the Commander surrenders a responsibility and a perogative of command. All military experience and precedent has proven this to be essential. Fullest available data on the opposing element should be supplied by an unprejudiced and coequal staff section charged with this responsibility.

The attached chart shown Intelligence as a sub-section of the Deputy for Operations and Director of Operations.* This is a dangerous and unsound innovation running counter to all military experience of the past. I believe it would inevitably lead to plans and operations based on faulty intelligence. Under the proposed set-up the commander can hear his logistics expert, his administrative expert and his operations expert, but he cannot hear his one agency which should specialize on the most important element in all his calculations -- the enemy.

c. It must either be the plan and purpose of the Air Force to minimize or eliminate Intelligence as indicated in attached proposal or to emphasize and build it up. An autonomous Air Force as proposed must include a superior Intelligence organization or fail in its mission. A command decision on the highest level is indicated. There will be no sound purpose in commenting on details until this basic decision is rendered.

3. Recommendation.

It is recommended that basic plans for the post war Air Force be redrawn to incorporate provision for coequal staff direction throughout all echelons for:

a. Administration,
b. Intelligence,
c. Operations and Training,
d. Supply and related activities.

* on the Staff
Intel is co-equal + NOT a subsection

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O. C. & R.
1. Requirements Div.
2. Troop Basis Div.
3. Commitment Div.

ARMY AIR FORCES

RECORD SHEET

[redacted]

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

Rec'd 1/4/44

TO: AC/AS, Plans

DATE 1 Jan. 1944

FROM: AC/AS, Operations, Commitments and Requirements

COMMENT NO. 1

Maj Hill/ltn 3437

1. Attention is invited to the attached comments of the Commitments, Troop Basis, and Requirements Divisions of the AC/AS, OC&R, with respect to the above subject. They are forwarded because they are worthy of consideration. No specific comments are made with respect to the items listed, however, because it is believed that the fundamental organization has to be determined first and the details worked out later. This point is well brought out in Paragraph 14 of Comment No. 2 from Requirements Division.

2. It is the opinion of this office that the organization of Headquarters Army Air Forces should embody an AC/AS, Personnel, an AC/AS, Intelligence, an AC/AS, Training, an AC/AS, Supply and Maintenance, and an AC/AS, Plans and Operations. The AC/AS, Plans and Operations might well be termed "Plans, Requirements and Operations" because it is suggested that the function of determining military requirements should be charged to this office.

3. This is a preliminary report. A second report reflecting the opinions of this office in greater detail, will be submitted at a later date.

1 Incl

H. A. CRAIG
Brigadier General, U.S.A.

Incls.
R&Rs #162 fm ROM dtd 23 Dec.
R&Rs #182 fm R&C dtd 22 Dec.
R&Rs #177 fm R&M dtd 31 Dec.
One 1 ltr fm OAS, w/incls.

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HEADQUARTERS ARMY AIR FORCES [redacted]

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

TO: Asst C/AS, OCR (Commitments Division) DATE 16 Dec 1943

FROM: Asst C/AS, Operations, Commitments, and Requirements COMMENT NO. 1

Maj Hill/hn/3487

1. Attached hereto is a copy of a study, subject as above, prepared by the AC/AS, Plans.

2. It is requested that comments on this study be submitted to this office not later than Thursday, 23 December.

1 Attach
Cpy ltr fr Chief of Air Staff, subj as above, w/2 incls

/s/ N.W. McKee
for H. A. CRAIG
Brigadier General, U.S.A.

To: AC/AS, Operations, Commitments & Requirements date 23 Dec 43

From: Chief, Commitments Division, AC/AS, OC&R Comment 2

~~HAP~~/rw - 5316
RHK

In compliance with Par. 2, Comment 1 above, the following is submitted:

1. A multiplicity of duties is created through a lack of a line of demarkation defining staff functions. In the post-war period an autonomous Air Force could only exist if it will meet the stringent economy both as to budget and manpower that has followed every war.

2. The following suggestions are made in view of the necessity to meet such conditions.

a. Return to a functional staff basis and channels of command as existed in the Spring of 1942, namely, Commanding General, Army Air Forces, Chief of Air Staff, Deputy Chief of Staff, AC/AS, A-1, AC/AS, A-2, AC/AS, A-3, AC/AS, A-4, and Operational Plans.

b. A reduction of personnel could be accomplished by combining various functions under the various Assistant Chiefs of Air Staff, such as combining the Manpower Division of Management Control and the Troop Basis functions of Programs Control under AC/AS, A-1. (Since no Troop Basis Division is indicated, it is assumed that these functions are contemplated to be included in Programs Control) Reference Chart 2 of Inclosure "A" it is noted that the present Theatre Commitments and Implementation Branch of Commitments Division has been combined under Operations Division of Plans. No justification canbe seen for the situation of having a Chief of Operations, and then an Operations Division under a Chief of Plans. It is believed that a study will reveal that proper co-relation of functions and duties can be made so that the overlapping of functions will be kept to a minimum.

~~Attach m/c~~

/s/ R.H. KELLY
R.H. KELLY
Colonel, Air Corps

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ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force.

TO: AC/AS, Operations, Commitments, & Requirements DATE 22 Dec. 1943

FROM: AC/AS, OC&R, Troop Basis Division COMMENT NO. 2
BEB:mls 4563

1. The basic plan is concurred in.

2. Reference is made to Encl. B. Troop Basis. This troop basis was prepared in this division using standard tables and rules. In reality the study must be reworked with new tables of organization prepared as a result of experience. Most of our present Tables of Organization have been changed piecemeal as a result of the present conflict and will not operate under peacetime conditions.

3. It is believed that the Air Corps Board is considering new tables of organization.

B.
BYRON E. BRUGGE
Colonel, Air Corps.

Incls-n/c

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DOD DIR 5200.9, 27 Sep 58
By Dir, RSI – Init

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ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: **Post War Air Force**

TO: **Asst C/AS, OCR** (Troop Basis Division) DATE **16 Dec 1943**

FROM: **Asst C/AS, Operations, Commitments, and Requirements** COMMENT NO. 1
Maj Hill/hn/3487

1. Attached hereto is a copy of a study, subject as above, prepared by the AC/AS, Plans.

2. It is requested that comments on this study be submitted to this office not later than Thursday, 23 December.

1 Attach
Cpy ltr fr Chief of Air Staff, subj as above, w/2 incls

For H. A. CRAIG
Brigadier General, U.S.A.

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DOD DIR 5200.9, 27 Sep 58
By: Dir, RSI – Init: _____

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HEADQUARTERS ARMY AIR FORCES [redacted]

ROUTING AND RECORD SHEET

TALLY NO.

FILE NO.

SUBJECT: Post War Air Force

TO: Asst C/AS, OCR (Requirements Division) DATE 16 Dec 1943

FROM: Asst C/AS, Operations, Commitments, and Requirements COMMENT NO. 1
Maj Hill/hn/3487

1. Attached hereto is a copy of a study, subject as above, prepared by the AC/AS, Plans.

2. It is requested that comments on this study be submitted to this office not later than Thursday, 23 December.

1 Attach
Cpy ltr fr Chief of Air Staff, subj as above, w/2 incls

For H. A. CRAIG
Brigadier General, U.S.A.

TO: Asst.C/AS, Operations, Commitments and Requirements DATE 31 December 1943

FROM: Asst C/AS, Operations, Commitments and Requirements (Requirements Division) COMMENT NO. 2
Maj.Rouse/mlb-73045

1. In general, the plan is approved with the following comments on the problem.

2. It is believed that a Tactical Air Division should be included in each of the six Air Forces and that a minimum of one medium or light bombardment group should be assigned to each Division. This would make each Air Force a well rounded organization, capable of performing any mission which it might be required to do either independently or in cooperation with the Ground Forces.

3. Inasmuch as Troop Carrier is directly concerned with airborne troops, the strength and location of the Troop Carrier Organizations will be determined largely by the strength and location of airborne troops. Until such time as the post war plan of the Army becomes available, a fair estimate of the strength and location of Troop Carrier organizations cannot be made.

4. As this information is not now available; the plan as outlined relating to Troop Carrier appears to be satisfactory.

5. There has been no provisions made for Gliders. Inasmuch as the attached plan indicates that the Air Force is to be an international police force, it seems advisable that provisions be made for the incorporation of Glider Units so that the following functions can be performed:

a. Move strong ground forces quickly so as to round out the ability of the Air Force to quash any incipient threat to world peace and to extend and reinforce our bases in case of attack.

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TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

TO: Asst C/AS, Operations, Commitments and Requirements DATE 31 Dec 1943

FROM: Asst C/AS, Operations, Commitments and Requirements (Requirements Division) COMMENT NO. 2 (Cont.)
Maj.Rouse/mlb-73045

b. Achieve mobility of combat squadrons by attaching small numbers of suitable gliders to each squadron to carry mechanics, tools, supplies, and operational paraphernalia; such gliders to be towed by the squadron's aircraft.

c. Make airdrome defense units airborne for greater mobility.

d. Achieve greater mobility and radius of action of armored and troop columns by assuring dependable supply channels through the use of gliders and pick up tugs.

e. Use of pick up tugs and gliders to move wounded and various mobile units.

f. Expand the air transport facilities of the Air Service Command through the use of gliders and pick up tugs so that direct service from depots to forward areas can be instituted without supplies having to be reloaded or trucked at any point along the supply chain.

g. Enlarge the economical field of operations for air transport by the use of air trains.

6. It is suggested that the information gathered by the Glider Branch, AC/AS, OC&R, Requirements Division on the tactical employment of gliders and gliderborne forces be used as the post war plan is expanded and becomes more detailed.

7. The attached plan reveals that no provisions have been made for emergency rescue squadrons in the Atlantic and European areas and that no consideration has apparently been given to the fact that Emergency Rescue Units include units operating specially designed marine rescue craft.

8. It is also felt that insufficient rescue organizations have been provided in the other two areas in view of the vast overwater areas that will be flown over.

9. Based on the total number of Fighter Groups and Night Fighter Squadrons, it is believed that the number of supervisory Headquarters and associated Aircraft Warning and Control Units is excessive especially when it is realized that, according to the plan, approximately one half of the Fighter Groups will be disposed primarily as Fighter Escort for Heavy and Very Heavy Bombardment Units, leaving approximately 23 Fighter Groups and 25 Night Fighter Squadrons with a primary mission of Air Defense. Attention is drawn to the fact that the proposed Aircraft Warning Troop Basis is 43,700 compared with the anticipated peak of 47,000 in 1944, and that the proposed Fighter Control Troop Basis is approximately

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ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

TO: Asst C/AS, Operations, Commitments and Requirements — DATE 31 Dec 1943

FROM: Asst C/AS, Operations, Commitments and Requirements (Requirements Division) — COMMENT NO. 2 (Cont.) Maj.Rouse/mlb-73045

11,000 compared with a present troop basis of approximately 16,000.

10. The Tables of Organization under which these Aircraft Warning and Control Squadrons and supervisory Headquarters operate are designed for 24 hour a day, 7 day a week operation. It is not visualized that such operation will be necessary in the post war period but rather that they will be organized similar to our present defenses of the East and West Coast which require a fully organized command and Aircraft Warning System, operated at intervals, which can be alerted for full 24 hour operation on short notice.

11. It is likely that, with the integration of the Arms and Services with the Air Forces, Aircraft Warning Units and Fighter Control Squadrons will be combined into a single flexible type unit, the strength of which will depend on the area to be covered and the extent to which fighter control can be incorporated into a general control center for control of all aircraft operating in the area, including airdrome control. Such consolidation of units and functions will accomplish a considerable saving in operating personnel as well as overhead.

12. It is believed that the present chain of command for Air Defense and Fighter Operations, from Air Force to Fighter Command to Wing to Group, will be more cumbersome than peace time operations can justify.

13. An additional planning problem arises with respect to Antiaircraft Artillery. It is the Air Force position that Antiaircraft Artillery should be integral with the Air Forces. Such an integration would probably occur with the establishment of a unified and separate Air Force. Therefore, antiaircraft troop requirements should be considered in this connection and it might be advisable to refer this project to the Special Assistant for Antiaircraft.

14. It is believed that the above outline of suggestions and comments will assist in the continued planning for the Post War Air Force and will demonstrate that it will be necessary to have a fairly clear definition of the mission, areas of responsibility, specific bases to be occupied, the hours of operation, and the estimated capabilities of potential enemies within range of all bases before any reasonably accurate estimate can be made of the type and number of organizations that will be required.

Incl. n/c

Norman D. Sillin
NORMAN D. SILLIN
Colonel, Air Corps

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1/15/44

Major Shapley -

for info. and return
to "P.W. Air Force Work File".
Special attention is -
invited to P 789 on 10.

Adler

To: P.W. Air Force Work
File

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HEADQUA[redacted]ERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

TO: Asst C/AS, Plans DATE 13 Jan 1944

FROM: Asst C/AS, Operations, Commitments, and Requirements COMMENT NO. 1

1. Reference is made to Comment No. 1 on R&R, subject as above, dated 1 January 1944, in which it was stated that additional comments on the attached study would be furnished by this office. They are submitted herewith.

2. A realistic approach to this problem should recognize first that the United States cannot unaided maintain world peace, and second, that incipient threats to world peace will not be quashed by us until such threats become obvious and dangerous. Except during the unsettled period immediately following the war, it is unlikely, considering the character and history of the United States and Britain, that either nation will court the label of tyranny.

3. We cannot count on future concerted action between the United States, Britain, Russia, and China in planning our post war air force, however desirable such an eventuality might be. Close military alliance between the United States and Britain is inevitable, however, in the period immediately following the peace and should provide a basic assumption for the attached plan. Such an assumption would affect the planned composition, size, and disposition of our defensive air force elements, especially in Africa, Canada, and the South Pacific. The size of our air striking force might similarly be affected.

4. It is not believed that our air striking force should be parceled out among six commands and dispersed throughout the world. This concept ignores the inherent strategic mobility of air power. Forty very heavy bomber groups could be moved from Kansas to prepared bases anywhere in the world in a matter of hours. This precious striking force should be retained centrally available for concentration against any enemy, safe from sabotage, treachery, or the dangers native to piecemeal distribution. A liberal proportion of these bomber units should be rotated in training flights to our prepared and defended bases.

5. The composition proposed for the tactical force apparently makes no provision for routine patrols over water nor for antisubmarine operations, yet the "naval air arm" proposed provides only for ship-borne aircraft.

6. The composition proposed for the tactical force provides only four medium and light bombardment groups capable, with fighter groups, of training in combined operations with the Army. These are doubtless adequate to supply training to ground units, but can, in no sense, be considered an "M-Day" adequacy. It is doubtful if so few groups can provide the experienced personnel required by the air forces for a war expansion, should combined air-ground operations assume major importance.

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HEADQUARTERS ARMY [redacted]

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

DATE 13 Jan 1944

TO: AC/AS, Plans

COMMENT NO. 1

FROM: AC/AS Operations, Commitments & Requirements

7. It is settled Army Air Forces policy to achieve the integration of the Antiaircraft with the Air Forces. Antiaircraft is an essential combat element of unified air defense which must, in time of peace, be the major operational function of our air force. Antiaircraft must, therefore, be an organic part of our autonomous air force and integrated in the Headquarters organization as much as are fighter or aircraft warning elements. It should not be placed under the Director of Administration and Services.

8. With respect to the organization under the Deputy for Operations, it is believed that there should be a Chief of Plans and Operations, a Chief of Requirements, a Chief of Training, a Chief of Communications and a Chief of Intelligence. The Office of the Chief of Plans and Operations should have under it a Plans Division, an Operations Division and a Liaison Section. The Chief of Requirements should have under him a Requirements Division, a Troop Basis Division and a Logistics Division.

9. The recommendation for the establishment of a Chief of Plans and Operations is made because one of the principal problems of this Headquarters has been to correlate plans and operations. In our present set-up, Plans is in the operating business and OC&R is in the planning business. This relationship must continue until operations and plans are combined under one head.

10. There is a specific requirement for establishment of a Chief of Communications under the Deputy for Operations. This function, experience indicates, has become so important in modern warfare as to demand the time and effort of a large specialized group.

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AC/AS - O.C & R.

Comments

AC/AS - OCR - A. Requirements Div

1. Each of six Airforces to have Tactical Air Division to include as a minimum:
   a. One medium or light bomber groups
   b. glider units

2. Need provisions for Emergency Reinforcements

3. Troop basis includes excessive Aircraft-Warning and Control Squadrons and Hqts.

4. Present chain of command too cumbersome as to Air Defense & Fighter Operations (ie airforce to Fighter Command to Wing to group.

5 Anti-aircraft Artillery should be integral with Airforce

B. Troop Basis Div

1. Air Corps Board is now considering new tables of organization

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(3)

C. Commitments Div.

1. Staff functions both line & demarkation

2. Return to functional staff basis (1941)
   ie A1, A2, A3, A4,

3. Reduction of personnel can be accomplished by combining functions under various AC/AS n. (examples given)

D. BG. Craig AC/AS D.C.&R.

1. Believes organization of Hqts AAF should embody
   a. AC/AS Personnel
   b. " Intelligence
   c. " Training
   d. " Supply & Maintenance
   e. " Plans, Requirements & Operations
   > (ie five heads instead of ten "chiefs" or two "deputies")
2. Will submit data report in great detail

Where do they put the 3 services and defense & security?

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1/15/44

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Air Comm C.
Rec'd 6 Feb 44
R Cuff

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ROUTING AND RECORD SHEET

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TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force.

(9)

TO: ~~AC/AS, CC&R~~, Air Communications ~~Division~~ Officer. DATE 2 Feb 1944

FROM: AC/AS, Plans. COMMENT NO. 1
RCM/lay/74024

1. Reference is made to Secret letter, subject: "Post War Air Force", this office, dated 13 December 1943.

2. Request reply reach this office on or before 6 February 1944.

L. S. KUTER,
Brigadier General, U. S. A.,
Asst. Chief of Air Staff, Plans.

R. C. Moffat
R. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Plans Division.

TO: AC/AS, Plans Date 6 Feb 44

FROM: Air Communications Officer Comment No. 2
HMM:mmv 6324

1. The following comments on the plan outlined in the Secret letter referred to in comment no. 1, pertain only to the communication and electronic aspects of the plan:

a. This subject was discussed in some detail with General Spaatz on the occasion of his last visit to this Headquarters. General Spaatz stated to me, "whatever you do, be sure there is worked out an adequate communications organization for the Post War Air Force. We failed completely to understand the dependence our operations must have on communications and as a result have been hampered continually since the beginning of this war. See to it that we profit from the lessens of this war and do everything you can to see to it that communications does not lapse into its pre-war conditions." From an examination of inclosures A and B to the letter referred to above, it is apparent that what General Spaatz has in mind is not now provided for. It is a fact that in the present emergency, especially during the early months of the war, communications suffered for lack of adequately trained personnel and for a sound staff organization. The difficulties of operation were further aggravated by the fact that

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

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TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force continued

TO: DATE

FROM: COMMENT NO._____

most of our commanders were relatively uninformed on the subject of communications and lacked appreciation of the degree to which successful operations depended upon good communications. This situation has been greatly ameliorated as meeting the problem practically in the field, they have come to understand it and are placing their communications officers on a staff level where they are enabled to function with effectiveness.

In view of the experiences of our field commanders, as well as the experience of this Headquarters, it is felt that inclusion of communications on the staff level "F" is a grave misplacement of a function that by practical day to day operation, is proving itself entitled to a position on a staff level "C". Prior to March 1943, communications was lumped with Technical Inspection, Photography, Flying Safety and Weather. It cannot be said that it performed it's mission in a satisfactory manner. In March 1943, communications was completely broken up and from then until the formation of this office in August, little progress was made and many important matters were left without attention. Subsequent to the formation of this office, this confused condition was corrected and it is felt that greater progress has been made not only in meeting the day to day requirements, but is gradually getting into shape to meet the future requirements as well as providing for the proper introduction of complicated electronic devices, such as H2X, into combat operations. This has not been due to the knowledge and ability of any individual, but entirely due to the fact that one agency was given all the responsibility for communications and electronics and so placed in the staff organization, that leadership in planning and implementing plans could be effectively accomplished.

It would appear that in the Post War Air Force, with the extensive employment of the six Air Forces provided for in the plan, with over 17,000 officers and men in a world-wide communications system, and with the very large number of so-called signal units included in these Air Forces, that the Post War Air Force should have a Chief of Communications on the same staff level now provided in the existing Army Air Forces.

The above comments should not be construed as an expression of a feeling that communications should be glorified. It is simply that if we are to have good communications, the agency responsible must be so placed on the staff as to insure effective functioning.

b. There appears to be no provision for a communications school in the Post War Air Force. Of course there will bea radio and radar school or schools, but there is no provision for a school in which communications officers can be trained as staff officers. This is essential and a plan will be submitted in the near future for such an activity.

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force continued

TO:

FROM:

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DOD DIR 5200.9 27 Sep 58
By: Dir, RSI = Init:

DATE

COMMENT NO.

c. There appears to be no provision in the troop basis for an electronics laboratory, although on Chart 4 to Inclosure A under the Deputy for Supply and Maintenance, there is a Chief of Research and Technical Development, with a section shown as electronics. It is highly important that the Air Forces take it's own research and development as well as procurement of communications and electronic devices. The existing situation wherein the Signal Corps performs the research and development in this field, the Air Forces are continually hampered or obstructed. Furthermore, it appears that there is no provision for an activity such as the existing electronics proving unit. This is a most essential part of the research and development problem. Recommendations for an electronics research and development activity as well as an electronics proving unit, are being prepared and will be submitted in the near future.

over

d. At present, the Army Airways Communications System is called a wing notwithstanding the fact that it has actual command over approximately 20,000 officers and men scattered over 60,000 miles of airways all over the world. In 1944, the AACS will grow to approximately 30,000. Even after the war the proposed troop basis provides for approximately 17,000 officers and men; roughly comparable in size to an Infantry Division. It is recommended that provision be made for a communications command to replace the existing wing.

2. The letter cited in comment No. 1, with its inclosures, is under continuing study and subsequent detailed recommendations will be submitted.

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

[redacted]

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

7 FEB 1944

MEMORANDUM FOR: Assistant Chief of Air Staff - Plans

SUBJECT: Initial Post War Air Force

1. In accordance with a request contained in a letter of the Chief of Air Staff dated 11 December 1943, on the above subject, the following comments of this office are presented for your consideration. These comments relate to matters which are at present under the jurisdiction of this office or closely related to its activities.

2. The proposed organization, set forth in Chart No. 1 attached to the basic letter, provides for a Director of Production, Procurement and Resources who reports to the Under Secretary of War for Resources without responsibility, direct or implied, to the Chief of Staff to the Supreme Commander. The office of this Director, according to Paragraph k. of the basic letter, is charged with procurement and production responsibilities for only those items which are common to all Services.

3. It is the firm and considered opinion of this office that the functions of this Director must be limited to the procurement of common items and that the Air Forces must retain complete authority for the procurement and production of aircraft and other items of exclusive interest to the Air Forces. The production of aircraft is, and will remain for many years, an art and a fast-moving art. The element of time between experimentation and development and the complete aircraft ready for combat is too short to possibly permit successful operation under a scheme of organization which would require experimentation and development by the Air Forces and procurement and production by an outside agency. The present Air Forces could never have been built had not the active officers of the Army Air Forces directly controlled the design, procurement and production of aircraft and supervised the constant changes of types and models which circumstances necessitated. The best way in which to stultify the development of combat aircraft and render development in that field

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completely static is to turn over the responsibility for procurement and production to a separate agency, which does not understand the difficulties and problems involved.

4. This office is astonished at the opinion expressed in the reply of the Commanding General, Materiel Command to the basic letter and wishes to express its complete disagreement with the recommendation contained in that reply which would transfer responsibility for procurement and production of aircraft to an agency outside the Air Force.

5. With respect to the organization of the Air Staff, the following comments are made:

a. Requirements and logistics functions should be transferred from the Deputy of Operations to the Deputy for Supply and Maintenance. So far as this office is aware, no army organization outside the Army Air Forces has allocated responsibility for requirements to the agency charged with responsibility for operations. As to the logistical functions, these can never be separated with complete success from the supplies with which they necessarily deal. The supply, storage and distribution function is such an essential element of logistics that it is imperative that they be combined. The organization of the present and proposed Joint Chiefs of Staff clearly separates the functions of planning (Joint Staff Planners) and logistics (Joint Logistics Committee).

b. The Deputy for Supply and Maintenance should have attached directly to his office the following two offices:

(1) An office with the title "Production and Resources-Liaison and Planning". This office would be charged with the responsibility for furnishing to the Director for Production, Procurement and Resources the necessary industrial studies and statements of requirements for raw materiel, resources, tools, equipment, facilities, etc. necessary for the creation of a completely modern and well-equipped Air Force.

(2) A second office with the title "Procurement Planning", which would be charged with the responsibility for all plans relating to procurement activities. As explained in paragraph 5a. the Deputy for Supply and Maintenance would also control logistics and both qualitative

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Maj.G.I.Emery
Maj.F.H.Kissner:bc
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and quantitative requirements for materiel and equipment.

c. The budget, fiscal and finance responsibilities should be transferred from the Deputy for Administration and Services to the Deputy for Supply and Maintenance. Except for a negligible portion of the budget all funds allocated to the Air Forces are disbursed in connection with activities of the Deputy for Supply and Maintenance. Furthermore, budgetary operations are so inextricably related to supply functions, that the two cannot be successfully segregated.

6. No specific comments are offered with regard to the Troop Basis proposed. It should be borne in mind, however, that for a period of at least two years following the cessation of hostilities present personnel requirements will persist. Activities in connection with industrial demobilization, termination and renegotiation of contracts, and the storage and disposal of materiels, tools, and surplus property will require the services of large numbers of officers.

7. The reply of the Commanding General, Materiel Command, to the basic letter, forwarded through this headquarters, is attached.

O P Echols

O. P. ECHOLS
Maj. General, U. S. A.
Asst. Chief of Air Staff
Materiel, Maintenance & Distribution

1 Encl.
Ltr. dtd 13 Jan.44
(CG, Materiel Command
to AC/AS-Plans)

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FEB 1944

MEMORANDUM FOR: Assistant Chief of Air Staff - Plans

SUBJECT: Initial Post War Air Force

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4. This office is astonished at the opinion expressed in the reply of the Commanding General, Materiel Command to the basic letter and wishes to express its complete disagreement with the recommendation contained in that reply which would transfer responsibility for procurement and production of aircraft to an agency outside the Air Force.

5. With respect to the organization of the Air Staff, the following comments are made:

a. Requirements and logistics functions should be transferred from the Deputy of Operations to the Deputy for Supply and Maintenance. So far as this office is aware, no army organization outside the Army Air Forces has allocated responsibility for requirements to the agency charged with responsibility for operations. As to the logistical functions, these can never be separated with complete success from the supplies with which they necessarily deal. The supply, storage and distribution function is such an essential element of logistics that it is imperative that they be combined. The organization of the present and proposed Joint Chiefs of Staff clearly separates the functions of planning (Joint Staff Planners) and logistics (Joint Logistics Committee).

b. The Deputy for Supply and Maintenance should have attached directly to his office the following two offices:

(1) An office with the title "Production and Resources-Liaison and Planning". This office would be charged with the responsibility for furnishing to the Director for Production, Procurement and Resources the necessary industrial studies and statements of requirements for raw material, resources, tools, equipment, facilities, etc. necessary for the creation of a completely modern and well-equipped Air Force.

(2) A second office with the title "Procurement Planning", which would be charged with the responsibility for all plans relating to procurement activities. As explained in paragraph 5a. the Deputy for Supply and Maintenance would also control logistics and both qualitative

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Maj.F.H.Kissner:bc
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and quantitative requirements for materiel and equipment.

c. The budget, fiscal and finance responsibilities should be transferred from the Deputy for Administration and Services to the Deputy for Supply and Maintenance. Except for a negligible portion of the budget all funds allocated to the Air Forces are disbursed in connection with activities of the Deputy for Supply and Maintenance. Furthermore, budgetary operations are so inextricably related to supply functions, that the two cannot be successfully segregated.

6. No specific comments are offered with regard to the Troop Basis proposed. It should be borne in mind, however, that for a period of at least two years following the cessation of hostilities present personnel requirements will persist. Activities in connection with industrial demobilization, termination and renegotiation of contracts, and the storage and disposal of materiels, tools, and surplus property will require the services of large numbers of officers.

7. The reply of the Commanding General, Materiel Command, to the basic letter, forwarded through this headquarters, is attached.

1 Encl.
Ltr. dtd 13 Jan.44
(CG, Materiel Command
to AC/AS-Plans)

O. P. ECHOLS
Maj. General, U. S. A.
Asst. Chief of Air Staff
Materiel, Maintenance & Distribution

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C.A., M.C.
13 Jan. 1944
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ARMY AIR FORCES
HEADQUARTERS OF THE MATERIEL COMMAND

WRIGHT FIELD, DAYTON, OHIO
13 January 1944

Subject: Post War Air Force.

To: Commanding General, Army Air Forces,
Asst. Chief of Air Staff, Plans,
Washington, D. C.

Thru: Asst. Chief of Air Staff, M&D.

1. In accordance with a request contained in letter dated 11 December 1943 from the Chief of Air Staff, same subject as above, the following comments on the proposed organization of the Post War Air Force are furnished. These comments are general and some of them are on matters outside the fixed sphere of Materiel Command responsibilities. Also it should be borne in mind that these comments are made based upon a review of the organization charts only and that a review of the directives which would, of course, be issued concurrent with the organizational chart might eliminate some of the comments which are submitted below.

2. It is noted that only a total of four medium (light bomber) groups are established in the overall plan and that these groups are deployed within the continental United States. Our developments with the A-26 and in both torpedo and skip bombing and the installation of three inch armament is believed will be so far-reaching as to warrant the inclusion of additional light bombardment groups for the destruction of enemy shipping.

3. It is also noted that the percentage distribution presently contemplated places 75% of our air groups and 62% of our men outside the limits of the continental United States. While outside the province of the Materiel Command, it is believed that this proposed distribution should be carefully considered with the view of holding a somewhat larger percentage of our operating groups within the continental United States. The advantage of a larger percentage of our Post War strength being maintained in this country will simplify our training and replacement problem, and in view of the extreme mobility of the type of Air Force we will have in the Post War Era, very little time will be required to concentrate in either the Atlantic or Pacific Theaters such additional strength as may from time to time be warranted in either of these theaters.

4. Insofar as Materiel Command functions of engineering, procurement, production and inspection are concerned, there are several questions which are of interest to this Command which are not self-explanatory on the proposed chart of the Post War Air Force organization. For instance, it

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To: C.G., A.A.F., Asst. Chief
of Air Staff, Plans,
Washington, D. C.
Subj: Post War Air Force.
Date: 13 January 1944

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would be desirable that advance information be furnished this Command as to the number of planes which will be assigned to a group and what assumptions are proper with regard to contemplated obsolescence of the various types of aircraft. For instance, should we plan to obsolete our fighters every two years, our bombers every fifth year and our training ships every ten years and what is to be the assumption as to attrition rates? It is realized these decisions will eventually be issued by the Chief of Air Staff of the United States Air Force, but advance information on this point would be helpful to Materiel Command.

5. No Air Transport Command requirements have been stated in the proposed Post War organization nor has any reference been made to whether this country will undertake to equip nations which are considered our allies or within our sphere of influence. Also there is no information as to the contemplated training plane, National Guard or ROTC requirements. It is assumed that the Naval Air Arm will be 100% equipped by the Separate Air Force and that the problems of engineering, procurement, production and inspection for the aircraft comprising this Naval Air Arm will be handled by the Air Force. If this assumption is correct, provisions must be made to consolidate the present Naval experimental stations with the Air Forces experimental stations and appropriate provisions for adequate liaison between the Air Forces and the Chief of Naval Staff must be established.

6. The proposed organization establishes an Under Secretary of War for Air and an Under Secretary of War for Resources. An immediate question arises as to the details of the responsibilities and functions between Materiel Command (charged with research, production, etc. for materiel peculiar to aviation) and the Director of Production, Procurement and Resources, who is responsible to the Under Secretary of War for Resources. Unless these functions and responsibilities are clearly defined at the outset, there will occur at the factory level duplications and confusion on such matters as placement of orders with facilities, allocation of facilities by the Air Forces and other Governmental procurement organizations. It appears there will also be an overlap in questions of control of manpower, standardization of common items used in non-common end production and the pre-war survey of facilities for war operations. It also appears as if there is a fertile field for confusion between the Air Force, which is responsible for research, etc. for materiel peculiar to aviation, and the Director of Production, Procurement and Resources, who is responsible for the coordination of research, development and standardization. In view of the above, it is believed that a much more simple and effective supply and procurement organization could be established by having all suply services combined under the Director of Production, Procurement and Resources. The attached chart has been prepared incorporating this suggestion. Tactical program requirements would be developed by an appropriate staff agency under the Commander in Chief, United States Air Forces. These requirements would be submitted to the Chief of Staff to the Supreme Commander where they would be combined with requirements for the Army and Navy and these total requirements then sent to the Director of Production, Procurement and Resources for procurement and production.

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To: C.G., A.A.F., Asst. Chief
of Air Staff, Plans,
Washington, D. C.
Subj: Post War Air Force
Date: 13 January 1944

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7. In the Write-up of the functions of the Chief of Air Staff, very careful consideration to the possibility permitted by the present chance of a multiplicity of directives being received by the Materiel Command from various offices established in the Office of the Chief of Air Staff, which must be eliminated. Present organization will permit of a numerous number of offices in the Office of the Chief of Air Staff as well as numerous offices of the Director of Production, Procurement and Resources issuing directives as to aircraft requirements and other offices issuing instructions in limitation of the manner in which the production requirements may be met.

8. It is noted that the presently contemplated strength allotment of the Materiel Command makes no provision for an enlisted complement. While it is desired that this Command be staffed with officers and civilians, it is also believed that provision for a small quantity of recognized enlisted experts who could be rotated periodically with other enlisted experts will be of considerable value to this Command and other Air Forces by acting as flight test observers and enlisted members of the combat crews engaged in the testing of aircraft and ground equipment. An enlisted complement of some 500 men is believed would suffice for the entire Materiel Command. An abnormal number of ratings should be authorized for these enlisted men as they will be an elite corps of highly skilled individuals.

Thomas Brumbaut.

CHAS. E. BRANSHAW

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Rtrn 11 Feb 44

HEADQUA[illegible]RS ARMY AIR FORCES

ROUTING AND RECORD SHEET [redacted]

(7)

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force

TO: AC/AS, Plans.

DATE 9 Feb. 1944

FROM: The Air Inspector

COMMENT NO. 2
HER/sa 6525

1. The following comments are submitted:

a. Chart #1 - It is believed that Assistant Chief of Air Staff, Management Control, The Air Inspector and Public Relations, as shown in the chain of command under the Chief of Air Staff, are improperly diagramed and should be shown to the side of the block because the duties and activities thereunder do not report through those offices to the Chief of Air Staff.

b. Chart #2 - Under Chief of Operations it is suggested that the Division "Technical Services" should be called "Flight Services" and should include thereunder branches for flight control, weather, and airways communications. This would place under one staff head all of the functions pertaining to supervision of flight rules, regulations and airways aids including airport and airways control systems. This Flight Services activity in general should be charged with all matters pertaining to the use of the airplane as a vehicle as distinguished from the use of an airplane as a weapon or military tool.

c. Chart #3 - Under Chief of Personnel it is suggested that the Morale Division be eliminated as a separate division and be placed as a section under the Military Personnel Division. The morale activities pertain to Military Personnel and should be conducted under one chief.

Under Chief of Services, "Budget and Fiscal and Finance" should be changed to Finance only. This contemplates a finance officer who is responsible for the disbursement of funds. The Disbursing Officer should never be a part of the Budget and Fiscal activity. It is suggested that the Budget and Fiscal activity be transferred to a position directly under the Chief of Air Staff similar to Management Control, The Air Inspector and Public Relations. Budget functions are largely planning and as such they form one of the Chief of Air Staff's tools of control. The Fiscal activities are a follow up to the Budget activities. They involve no disbursements but keep records of allotments and available balances and are again tools of top-side control.

The Anti-aircraft Officer is believed misplaced under the Chief of Defense and Security inasmuch as this entire activity is shown under the Deputy for Administrative Services. It is suggested that the Anti-aircraft officer be transferred to a position under the Chief of Operations.

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SUBJECT: Initial Post War Air Force

DATE 9 Feb. 1944

TO: AC/AS Plans

FROM: The Air Inspector

COMMENT NO. 2 Cont'd
EER/sa 6525

d. Chart #5, Typical Air Force - It is suggested that Anti-aircraft activities be removed from the Director of Administration and Services and placed under the Director of Operations and Training. The Budget and Fiscal Officer should be removed from under Station Services and placed directly under the base commander as is Statistics and Inspections. It is also noted that there is no provision for communications and it is suggested that Communications along with Photography and Physical Training be placed under the Director of Operations and Training.

2. It is believed that the entire plan should adhere to the principle (should be followed) of having each echelon from the lowest in the field to the top staff functionally organized so that similar functions in one echelon are under the same organization channel in which they appear in each other echelon. If this plan is adhered to it will greatly simplify the flow of orders and reports. It will improve the quality of management inasmuch as personnel trained in the lower echelons can be moved up to occupy similar positions in a higher echelon and will be familiar not only with the work but with the channels of coordination.

3. During the present war and before the war, considerable administrative difficulties have been caused by the fact that homologous echelons of the principal commands bore no relation to each other. For instance: If the 1st Air Service Command served the 1st Air Force, the 1st Flying Training Command, the 1st Technical Training Command, the 1st Procurement District, and these homologous units were located in the same general geographical area, much confusion in administration might be avoided. It is, of course, too late to consider such a change during the present war, but at the close of the war when many installations will be abandoned, it should be much less difficult to regroup our activities under commands which will follow the general pattern outlined above. The number of subordinate commands concerned with training and service should be the same as the number of Air Forces. If there are to be four Air Forces in the continental limits of the United States, then there should be four Air Service Commands, four Flying Training Commands, four Technical Training Commands, etc. If there are to be only two Air Forces, the subordinate service and training commands should be divided accordingly.

4. If the above is accomplished it may be possible to reduce very materially the size of the central headquarters of the Training Command, Air Service Command, Materiel Command, etc. It may be possible to go even

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SUBJECT: Initial Post War Air Force

TO: AC/AS, Plans

FROM: The Air Inspector

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DATE 9 Feb. 1944

COMMENT NO. 2 Cont'd
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further and abolish these central commands entirely. This might be done by placing a deputy Army Air Forces commander over the group of homologous commands. This deputy commander would then command all Air Forces elements in his area and have an appropriate headquarters and staff located outside of Washington. This would permit the removal from Washington of a great bulk of administration now concentrated therein, which would be replaced by the essential coordinating functions now performed by the Training Command, Air Service Command, and Material Command. In other words, it would permit the removal from Washington of all administrative functions not absolutely essential to the Washington headquarters, and the concentration in the Washington headquarters of all coordinating functions now performed by the Training Command, The Air Service Command, and the Materiel Command, which must be concentrated in a central location.

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Air Inspector

ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

19 January 1944

MEMORANDUM FOR THE RECORD:

SUBJECT: Post War Air Force.

At a conference with the Air Inspector, this date, General Jones expressed the following views:

1. The peace time organization of the Air Force should emphasize decentralization with a view to operating and administrative functions allocated on an area basis.

2. Definite Air Force area boundaries should be drawn.

3. Over each Air Force Area command would be exercised by a deputy commander of the Army Air Forces who would be responsible within his area for administrative supervision over all Air Force elements within the area including the Air Force itself and elements of the Air ~~Force~~ Service Command, Transport Command, Training Command, et cetera. ← Materiel Command

4. The Service and other commands should likewise be divided into divisions whose boundaries coincide with the Air Force Areas.

5. He advocates likewise similarity in organization between higher and lower echelons in order that as far as possible, ~~political~~technical channels on a functional basis can be followed with minimum confusion and crossing of wires.

6. General Jones believes that with decentralization of routine administrative and operations functions to area Deputy Commanders it will be possible to reduce very greatly the size of staff sections in Headquarters, Army Air Forces which in turn would make ~~one~~ room in Washington for the Headquarters Air Service Command, Headquarters Materiel Command and Headquarters Training Command.

7. He advocates a section in Management Control for st~~andard~~ studying procedure. He believes procedure planning more fundamental than organizational planning.

8. Further recommendations will be furnished in his comments which will follow in writing.

R. C. Moffat

R. C. MOFFAT,
Colonel, AC.

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TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force.

TO: AC/AS, Plans.

DATE 5 February 44

FROM: The Air Surgeon.

COMMENT NO. 2
OFB:BMM 6487

1. Reference Secret letter, subject: "Post War Air Force," dated 15 December 1943, the following comments are submitted.

2. Reference Tab A, it is strongly recommended that the Air Surgeon be placed in the same relationship to the Chief of Air Staff as the Air Inspector. This is necessary because:

a. The Air Surgeon must deal directly with the Chief of Air Staff on many matters of a purely personal and confidential nature relating only to the sick officer and his family. Such information must be divulged only to the Chief of Air Staff and the Air Surgeon. The Air Surgeon should not be required to pass such information through others, even including deputies of the Air Staff.

b. The medical matters of the AAF pertain equally to all components of the Air Staff. It would be impossible to say under which of the three deputies the Air Surgeon should operate, for his problems are equally involved with all, and there are additional problems which do not logically come under any of the three deputies. In relation to the deputy for operations, the Air Surgeon has the functions listed in Inclosure No. 2; in relation to the deputy for administration and services, the functions listed in Inclosure No. 3; and in relation to the deputy for supply and maintenance, the functions listed in Inclosure No. 4. In addition, the Air Surgeon has such other functions as refer purely to matters which do not logically come under the jurisdiction of any of the three deputies, such as the following:

Aviation medicine
Standards for medical and surgical care
Care of flyers reports and procedures
Aircraft accidents reports and procedures
Professional care
Hospitalization
Evacuation of the sick and wounded
Convalescent and rehabilitation program
Psychological and physiological development and operation in conjunction with other war and civilian agencies
Development of physical standards for flying and flying training
Physical examination of personnel, and records connected therewith
Policy and control of communicable diseases
Sanitation

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TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force.

TO: AC/AS, Plans.

DATE 6 February 44

FROM: The Air Surgeon.

COMMENT NO. 2 (Cont'd)
GTB:BHM 5497

Venereal disease control
Industrial hygiene
Meat and dairy inspections
General preventive medicine in relation to other war and civilian agencies
Flying personnel statistics
Medical research analysis statistics
Morbidity statistics
Medical statistics of an epidemiological nature, especially concerning overseas air bases and stations
Physical disqualification statistics
Relationship of physical and mental findings to achievement in military aeronautics, and to candidates for aviation cadetship, and to enlisted and officer aeronautical students

It is obviously impractical for any one of the deputies to take over the functions of the Air Surgeon because many of the functions are so distinctly in a separate field of an entirely professional nature. Furthermore, the problems of the Air Surgeon pertain equally to all components of the Air Staff. Furthermore, the Air Surgeon could not properly accomplish his functions without being a separate staff officer whereby he can deal directly with the three deputies.

c. Throughout the history of the Air Forces the surgeon has had a predominating role to fill in the qualification and care of flying personnel. Flying and medicine have always been indissolubly welded together because of the human factors involved in flying. The surgeon has been allowed to greatly influence the design of aircraft, flying equipment, rescue equipment and organization, standards for flying personnel, and many other factors that have assisted in reducing losses and increasing efficiency. It is felt that what has been accomplished in this respect has been made possible by the relationship of the surgeon to the commander.

d. In order that the medical personnel may be used to the best advantage for all concerned, they cannot be placed under a station services commander or a deputy, by which means the diversified work of the medical personnel would be hampered.

3. Reference Tab B:

a. It is recommended that the medical section be shown in T/Os of post-war units, but that the personnel shown therein be employed principally

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ROUTING AND RECORD SHEET

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SUBJECT: Initial Post War Air Force.

TO: AC/AS, Plans.

DATE: February 44

FROM: The Air Surgeon.

COMMENT NO. 2(Cont'd)
GPE:BIM 6487

in Air Force hospitals and dispensaries, although immediately available for assignment to the tactical unit for maneuvers or actual combat.

b. Medical personnel of the post-war Air Force should have dual assignments; i.e., hospital or dispensary duty, as well as tactical unit assignment. Exception would be for such medical personnel as are assigned to the Training Command and schools. Upon rotation to an Air Force or Service Command from the Training Command or schools, personnel would assume dual functions and would be so assigned by appropriate orders. In other words, the commanding officer of the hospital may also be a wing surgeon, command surgeon, or air force surgeon. The hospital supply officer would also be the air force or command medical supply officer. Enlisted men in hospitals would also be assigned to a tactical unit as medical technicians, surgical technicians, flight surgeon's assistants, or to other T/O job positions, in accordance with their SSN. Certain hospital nurses would also have assignment to an air evacuation squadron. The hospital evacuation officer may also be the chief of a hospital service and the commanding officer of an air evacuation squadron, etc., etc.

c. In every case, all T/O medical positions would be filled by proper personnel orders issued t the hospital or dispensary personnel of each air force and service command. In this manner the medical service of the Air Force will carry on its daily medical functions, yet be instantly available for tactical unit duty, combat or maneuver duty. War planning of a medical nature would be accomplished concurrently with daily medical operations because certain hospital medical officers would also be the staff officer and medical plans officer for tactical command staffs.

d. New medical sections should be prepared for each post-war tactical unit on the basis of war requirements rather than peace-time requirements, even though the personnel will serve in a tactical capacity only a small fraction of the time. War requirements of medical personnel could thus be calculated most readily for each war plan by computing the T/O requirements, by SSN, for the total units required in the particular war plan.

e. Terminology of medical units should be changed in accordance with recommendations of the Integration Committee.

f. The T/O Sub-Committees are developing more appropriate T/Os, including medical sections, which it is believed will be more suitable for Post War units. It is realized, of course, that such organization graphs will be changed from time to time as equipment improves. The Air Surgeon's Office will be the office of coordination and approval for the medical sections of T/Os, as it is at present.

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SUBJECT: Initial Post War Air Force.

TO: AC/AS, Plans.

DATE 5 February 44

FROM: The Air Surgeon.

COMMENT NO. 2(Cont'd)
OTS:BIM 6487

g. It is believed that the highest possible grades and ratings for medical personnel should be provided in tactical units rather than in zone of interior units.

h. It is believed that grades and ratings for the medical personnel of the six Air Forces should be based on T/O authorization, even though the personnel are employed in a dual capacity.

i. The Troop Basis should include Air Force hospitals and dispensaries on the basis of one per air base or air force station, regardless of geographical location. The size of this medical installation will be variable, depending on the troop strength and peculiar activities of the air base.

j. It is recommended that the hospitals in the Troop Basis be listed as Air Force hospitals or Air Base hospitals.

k. It is recommended that the Veterinary Detachment, Aviation, T/O 8-444, and the Central Medical Establishment, as well as Air Force hospitals and Air Force dispensaries (in addition the Medical Dispensary, Aviation) be added to the Troop Basis. One (1) veterinary detachment, aviation, should be provided for each Air Force and the Service Command, totaling seven (7). One (1) central medical establishment should be provided on the same basis as the veterinary detachment, aviation. The medical dispensaries, aviation, should be provided on the basis of one (1) per Air Force station overseas. The units in the Troop Basis shown as "medical at large" and "nurses" should be broken down into actual requirements based on medical and nursing personnel required to man the medical installations at the permanent post-war air bases and stations.

l. Medical dispensaries, aviation, should be organized at air bases only for training purposes and preparation for war. The principal purpose of such units will be to provide a mobile medical dispensary unit of thirty-six (36) beds to be immediately available for medical service at captured air bases until such time as Air Force hospitals can be established at those air bases requiring a hospital.

m. The Medical Supply Platoon, Aviation, should be eliminated as such and incorporated in the Air Depot Group, as is now being planned by the Service T/O Sub-Committee.

n. It is believed that convalescent centers, including rest camps, should be incorporated in the Troop Basis on the basis of one (1) per Air Force totaling six (6).

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SUBJECT: Initial Post War Air Force.

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By: Dir, RSI — Init: _____

TO: AC/AS, Plans.

DATE 8 February 44

COMMENT NO. 2 (Cont'd)

FROM: The Air Surgeon.

OPB:ENM 6487

6. The six air evacuation squadrons listed in the Troop Basis are believed to be the proper number. A logical distribution would be one (1) per Air Force.

p. It is estimated that the total hospital bed requirements for the post-war Air Force, based on the presently assumed strength of 1,000,000 troops, are 45,500 beds.

q. It is estimated that post-war medical service should include a total of:

3000 Medical Officers based on 3.2 per 1000
770 Medical Administrative Officers based on 0.77 per 1000
1400 Dental Corps Officers based on 1.4 per 1000
90 Sanitary Corps Officers based on 0.09 per 1000
100 Veterinary Corps Officers based on 0.10 per 1000
100 Hospital Dietitians based on 0.10 per 1000
2700 Nurses based on 2.7 per 1000
210 Physiotherapy Aids based on 0.21 per 1000
32,000 Enlisted Men based on 32.0 per 1000
100 Warrant Officers based on 0.10 per 1000
100 Physiologists based on 0.10 per 1000
100 Psychologists based on 0.10 per 1000
6,000 Civilians based on 6.0 per 1000

r. It is recommended that a Medical Center be provided for in the post-war plans, for the advanced professional training of medical officers and other personnel of the AAF.

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ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Initial Post War Air Force.

TO: The Air Surgeon.

DATE 2 Feb 1944

FROM: AC/AS, Plans.

COMMENT NO. 1
RCM/lay/74024

1. Reference is made to Secret letter, subject: "Post War Air Force", this office, dated 13 December 1943.

2. Request reply reach this office on or before 6 February 1944.

L. S. KUTER,
Brigadier General, U.S.A.,
Asst. Chief of Air Staff, Plans.

R. C. Moffat.
R. C. MOFFAT,
Colonel, G. S. C.,
Chief, Post War Plans Div.

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THE AIR SURGEONS CHIEF FUNCTIONS IN RELATION WITH DEPUTY FOR OPERATION

1. Formulates plans for evacuation of Air Force personnel and for air evacuation of the U.S. armed forces.

2. Formulates medical war plans for the U.S. Air Forces.

3. Formulates plans for efficient medical services of the Air Forces based on strategical plans, and in relation with the Navy, Army, and Director of Production, Procurement and Resources.

4. Estimates the over-all personnel requirements for the medical service of the U.S., Air Forces and prepares the activation schedule of medical units required.

5. Coordinates the development and requirements of equipment peculiar to the Air Force medical service.

6. Prepares, proposes revisions of, and reviews all Tables of Organizations and Tables of Equipment of units as they pertain to medical personnel and equipment.

7. Prepares troop basis for medical units.

8. Prepares estimates of school requirements for medical personnel with the Air Forces.

9. Prepares and reviews training objectives, and training standards for medical units and medical personnel and for nonmedical personnel of the Air Forces.

10. Assists in the preparation of, edits, and approves the training programs of military-medical training institutions.

11. Makes reports and recommendations regarding the status and improvement of medical training in units and installations of the Air Forces.

12. Maintains liaison with the training offices in the Army and Navy training agencies of the Air Forces, command and air force surgeons and the various training schools.

13. Studies the necessity for and supervises the development of medical training aids such as training films, film strips, field manuals, and technicians manuals.

Incl. #2, page 1. (Note. Incl. #1. being reproduced in smaller size sheets to go in the file.)

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14. Supervises the compilation, writing, editing, and publishing of medical training publications; prepares training notes, regulations, and circulars for use in the medical training programs of the Air Forces; and distributes the information to the various military schools and installations of the Air Forces.

15. Maintains liaison with all theaters and disseminates medical intelligence to Air Force units.

16. Maintains information on the world-wide incidence of disease and sanitary problems, and furnishes such information to medical officers.

Incl #2, page 2

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THE AIR SURGEON'S CHIEF FUNCTIONS IN RELATION
WITH DEPUTY FOR ADMINISTRATION AND SERVICES

1. Makes recommendations on assignment to flying duty, qualifications of officers as aviation medical examiners or flight surgeons, and replacement of AF medical personnel; reviews recommendations for officer promotion; and in coordination with Deputy to Operations makes allotments of personnel to commands and professional schools.

2. Maintains records and current information on AF medical personnel; in coordination with other officers, prepares estimates of personnel requirements for medical service with the Air Forces; and prepares and revises Tables of Allotment on medical personnel.

3. Solicits applications from civilian doctors and nurses for military service and processes applicants for appointment.

4. Maintains liaison with the Officer Procurement Service regarding the procurement of Medical personnel for the Air Forces.

5. Completes applications and forwards recommendations regarding grades of appointment and assignments for medical personnel procured.

6. Controls assignment, transfer, promotion, and rating of all medical personnel of the Air Forces.

7. Maintains records, essential to the proper distribution, assignment, and allotments of medical personnel.

8. Maintains medical records on individuals holding aero-nautical ratings.

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THE AIR SURGEON'S CHIEF FUNCTIONS IN RELATION TO DEPUTY FOR SUPPLIES AND MAINTENANCE

1. Calculates all tactical AF medical equipment requirements.

2. Calculates medical requirements for all medical installations.

3. Calculates requirements for special items of medical equipment peculiar to Air Forces on special programs "Over and Above Troop Basis."

4. Supervises the storage and issue of medical maintenance items for AF tactical units.

5. Supervises the assembly of medical items which are peculiar to the Air Forces.

6. Controls inspection of items received at AF medical depots from factories.

7. Makes field supply inspection of AF medical depots, subdepots, hospitals, and dispensaries.

8. Makes records of increases or decreases in costs on tactical items peculiar to the Air Forces.

9. Maintains up-to-date records on location, quantity, and types of medical equipment at AF installations.

10. Plans hospital construction and the conversion of buildings for medical purposes and supervises hospital maintenance and repair.

11. Serves on boards of officers to make recommendations concerning sites, types, and extent of hospital construction and conversion, including rest camps.

12. Advises on types of technical equipment for use in AAF hospitals, such as X-ray, operating room, disinfector, and sterilizer.

13. Advises with post commanders and post surgeons as to construction problems at the individual hospitals and acts as hospital construction consultant to Air Force and command surgeons.

14. Controls and coordinates the Altitude Training Program.

15. Supervises the training of unit oxygen officers.

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16. Controls and coordinates physiological research in the Army Air Forces, and provides physiological consultation to the Air Surgeon.

17. Maintains liaison with AAF organizations in the field, with civilian and other Governmental agencies, and with agencies of allied governments for the purpose of exchange of knowledge as regards physiological research.

18. Supervises the development and refinement of the Aviation Cadet Qualifying Examination.

19. Determines, coordinates, and controls the battery of tests for the original classification of men for the various types of air crew assignment. Supervises the preparation of directions for administering, scoring, and combining results from these tests for the purpose of determining the type of duty for which the aviation cadet is best suited.

20. Investigates and recommends assignment of personnel to effect the selection and classification of air crew, and other psychological research activities.

21. Supervises and coordinates the activities of the psychological research and examining units and related psychological personnel in the Army Air Forces.

22. Compiles historical research in military aviation medicine and in the activities of the Air Surgeon's Office as required.

23. Reviews and coordinates for policy, accuracy, and security all articles referred to the Air Surgeon's Office proposed for publication in various scientific media.

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SPO.

HEADQUARTERS ARMY AIR FORCES [redacted]

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Postwar Air Force

TO: AC/AS, Plans - Attention: Colonel Hamilton DATE 6 January 1944

FROM: Chief, Special Projects COMMENT NO. 1 WHM/em/5322

1. Reference is made to directive 22 December 1943, subject "Postwar Air Force" to Commanding General, AAF Training Command, Ft. Worth, Texas from Brig. General Robert W. Harper, Assistant Chief of Air Staff, Training, copy attached.

2. In connection with the ground rules established for study as to the Postwar Air Force, the following comment is offered on paragraph 2. a. as to enlisted men. If a ratio between enlisted men and officers is fixed at approximately 8 to 1 as at present and the overall strength approximates 1,200,000, it can be estimated that about 1,050,000 enlisted men will be required. As to the intention that 50% be composed of 1-year inductees, this will require 525,000 such men which appears excessive and which is probably larger than the contemplated share for the AAF.

3. Under paragraph 3. it is stated that "for planning purposes it will be assumed that the Post War Air Force will be activated at complete strength from present Army Air Force members six months after the cessation of hostilities." The question is raised as to whether it is thus intended that inductions will cease for this six-months period and that the rolls will be completely filled by experienced and trained men under Regular Army enlistments.

F.T.D.

Incl: Cy Memo 22 Dec 43
fr AC/AS, Tng to CG, AAFTC

F. TRUBEE DAVISON
Colonel, Air Corps

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DOD DIR 5200.9, 27 Sep 58
By: Dir, RSI — Init: _____

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AFACT-1A
22 December 1943

SUBJECT: Post War Air Force

TO: Commanding General, Army Air Forces Training Command, Fort Worth, Texas.

1. Attached hereto is a secret letter, subject as above, dated 11 December 1943 and inclosures thereto. In addition is a chart showing the Military Occupational Specialties for the peace time period. Paragraph five of the above letter requires this office to prepare a post war training plan to meet the Air Force requirements outlined in the inclosures referred to above.

2. It is desired that you prepare a training plan for submission to this Headquarters to meet the requirements referred to above, incorporating the following ground rules:

a. Peace time establishment will be composed of the following categories of personnel:

Officers	Enlisted Men
50% Regular Army	Approximately 50% inductees, serving for one year
50% Reserve, serving for three years	Approximately 50% volunteers from inductees, serving for three year periods

Promotion of Regular Army Officers to be insured by a selection system to provide an even, continuous promotion flow.

b. A continuous, even flow of personnel, both officers and enlisted men, in and out of the active establishment, which will provide continuous training and progressive selection for all categories of personnel.

c. Under such rules as you deem necessary all personnel referred to in 2 a above leaving the active service under honorable conditions will be furloughed to the Inactive Reserve. A training system for the Inactive Reserve will provide periodic continuation of training for the first five years for personnel furloughed to the Inactive Reserve. After

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Inclosure to SPOKR [redacted]

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five years service all personnel in the Inactive Reserve will be placed on a secondary list for call to active duty in the event of a national emergency for such expansion of the Air Forces as may be required.

d. A system of training for regular officers which will have for its objective goal the production of Air Force Commanders, Air Force Staff Members, and Staff Members for the composite Department of War.

e. Such charts as may be necessary will be incorporated in the above plan, showing personnel requirements, flows, establishments by number and locations as you consider will most efficiently meet the requirements of the Air Forces mission.

3. For planning purposes it will be assumed that the Post War Air Force will be activated at complete strength from present Army Air Force members six months after the cessation of hostilities. You will insure that paragraphs 2 a and 2 b above will be met by retirement, selection up and/or out, and any other means of separation from the Service as you believe desirable. In other words, six months after the cessation of hostilities only replacements for the Post War Air Force at an even, continuous rate will be required.

4. It is desired that the above plan be submitted to this Headquarters for approval prior to 1 February 1944.

By command of General ARNOLD:

ROBERT W. HARPER
Brigadier General, U.S. Army
Assistant Chief of Air Staff,
Training

Incl:
Ltr /s/ Giles, Subj
as above 12-11-43

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Col. Richardson, SPO?
(Reserve Branch) L

IPWAF
Comments

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18 January 1944

MEMORANDUM FOR COLONEL HALVERSON:

Subject: Considerations Applicable to a Post-war Reserve Force.

1. The views expressed here are entirely my own and do not necessarily reflect the official opinions of the Personnel and Administration Branch.

2. First, I should like to make clear my desire for a system of Universal Military Service. It ~~is~~ because of this feeling that I should like to suggest the possibility that the organization of an enlisted Reserve with all of the consequent costs might be a basis for either defeating a Universal Military Training System or might result in subsequent invalidation of the law when the enthusiasm of the country for military affairs begins to wane and economy becomes a paramount issue.

3. Fundamentally, the question is: "Shall there or shall there not be any kind of Reserve after the war?" I think that there definitely should be an Officers Reserve but that there should not be any form of an Enlisted Reserve. The foregoing does not mean to exclude some form of National Guard which I do believe to be necessary.

4. Officers Reserve. The need for an Officers Reserve is so apparent that I will not undertake to enlarge on that subject. However, after eighteen years in the Officers Reserve it seems to me that the old system is basically sound with only two major shortcomings. First, the Regular Officers who were assigned to administer Reserve forces and with whom I have come in contact were, with one exception, people with very little enthusiasm for their task. I suggest that as a matter of War Department policy, officers assigned to the administration and training of Reserve Officers should be handpicked, not only for their fund of military knowledge but likewise for their enthusiasm and their personalities. For an officer on this duty to do a good job he has to be able to deal with hundreds of people for whom the Army is a side line and to develop in them a degree of enthusiasm approaching his own for the acquisition of military knowledge. Secondly, it is suggested that the standards for the award of commissions could be materially raised to the benefit of the country, the Army; and especially the Reserve component. It is a matter of common knowledge that commissions have been granted too readily from the ROTC and CMTC as well as directly from civilian life.

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5. Enlisted Reserve. For any kind of Reserve to be effective the responsible authority must be able to, in effect, put his hands on it at will. There are other considerations of course but this is the basic one. For the War Department to be able to say that it really has a Reserve which it can call into service at any moment it will, in my opinion, be necessary to establish a new administrative organization for the minimum purpose of recording changes of address on the part of the Reservists. For the changes of address to be reported I think it will be necessary that the law contain a punitive provision similar to that which now exists in the Selective Service Act. If the changes of address are not reported the Reserve will immediately begin to deteriorate with the result that at such time as it may be necessary to utilize it only some fraction, perhaps a large one, will report with the result that the minority who have not reported their changes of address can not be contacted and the Army will be open to criticism for calling one man and not another. If a punitive provision is placed in the law, most changes of address would be reported no doubt. On the other hand, I think that in time of peace the country would not tolerate punitive action for this type of dereliction.

a. As previously mentioned, I think the War Department would find it necessary to create either a new administrative organization or enlarge upon that which it now has for the purpose of administering the Enlisted Reserve. Even if this administration is limited to the recording of changes of address the costs would be large and sooner or later I think an economy and peace-minded Congress would wipe out that administrative organization and with it any effectiveness which the Reserve might have.

b. If the administration of the Reserve involves added requirements, such as requiring reports of changes in types of employment or skills then the arguments advanced above become more valid in my opinion because, to the degree that additional administrative requirements are imposed, the costs of that administration will rise. Similarly, if compulsory training is required of Reservists who must give their first loyalty to civilian jobs, administrative difficulties will increase as will objections from the civilian population.

c. If the Reserve service is limited to five years consider the foregoing in the light of the fact that this element would consist of something in the neighborhood of 3,000,000 men.

d. An illustration of the administrative difficulties inherent in an Enlisted Reserve can be found in the recent experience of the Army. Not so long ago, the recruitment of aviation cadets was being pushed and people were being enlisted more rapidly than facilities existed for their training. Consequently, a large number of aviation cadets were,

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upon acceptance for enlistment, placed in the Enlisted Reserve and called to duty as training facilities became available. Yet in the peak of military enthusiasm created by the war the Army found itself unable to locate some fifty thousand of these boys who compare in age with those who would be placed in the Reserve after their period of training under the projected Universal Service law.

4. As a solution to the problem I suggest that a Selective Service System or National Training and Service Authority be charged with the responsibility for administering the Universal Military Training Act and that it be set up in peace to so function in time of war that it can register and send to the armed forces the required number of men within the time that the armed forces have facilities and supplies ready to receive them. I therefore suggest that at the completion of their period of training the trainees be given an outright discharge from the armed forces. From the standpoint of security, it appears that this course is safe since it can be assumed that there will be over a million men in service at all times.

ALAN RICHARDSON
Lt. Colonel, G.S.C.

A.R./v.v.
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HEADQUARTERS ARMY AIR FORCES

ROUTING SLIP

TO: DATE 22 Mar 44

OFFICE OR SYMBOL	BUILDING
Post War Division	
ATTENTION:	ROOM
Col. Hamilton	3 D 130

FOR:

	COORDINATION		INVESTIGATION		NEC. ACTION
	INFORMATION		RECOMMENDATION		SIGNATURE
	FILE		CONFERENCE		

REMARKS:

I discussed this with Lt Col Brant in Gen Vandenberg's office. He suggested that the people who were setting up the Post War airforce should note it in planning. He does not want the file returned and suggested that you keep it.

C. V. W.

Noted-GCM 23/3/44

FROM:

NAME		OFFICE OR SYMBOL
Col. Whitney		AFAEP
PHONE	BUILDING	ROOM
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Antiaircraft Artillery

AC/AS - Operations, Commitments & Requirements 17 Feb 1944

Deputy Chief of the Air Staff (General Vandenberg) 1

WRB/is/5458

1. For your information, the following is quoted from the General Council Minutes:

"A study of the new troop basis indicates that antiaircraft artillery is almost exactly one-half as strong as infantry. In other words, for each two infantry soldiers in infantry units, there is one antiaircraft soldier in an antiaircraft unit."

2. From the foregoing, a possibility suggests itself that:

a. The Army Ground Forces are placing too much emphasis on antiaircraft defenses in view of the counter air force operations the AAF must undertake if a major ground effort is to succeed.

b. The AAA effort of the Ground Forces is only partially for AAA purposes and really represents an augmentation of horizontal fire power.

3. In view of efforts on the part of the Army Ground Forces to obtain adequate manpower to implement the current division program, it is believed desirable that we study the condition outlined above so that the conclusions may be available during future troop basis discussions, etc.

4. It is noted that high concentrations of AAA may be required in selected areas, but this does not appear true for the entire AGF establishment. Also, the ability of the Allied Air Forces to provide air covering action has materially improved since certain specific, past operations.

HOYT S. VANDENBERG
Brigadier General, U. S. A.
Deputy Chief of the Air Staff

cc to:
AC/AS - Plans
Spec Asst for Antiaircraft

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C * O * P * Y

Antiaircraft Artillery

Deputy Chief of the Air Staff (General Vandenberg)

Asst C/AS, Operations, Commitments & Requirements

Col Giffin:loh:71682

1. Attention is invited to the attached marked copy of a report which contains information of possible value during future troop basis discussions. It will be noted that the accompanying memorandum was directed not only to General Oldfield but also to General Kuter, and (at their request) informally to Colonels Silverthorne and Richey of OPD and Colonel Chamberlain, Chief of the Troop Basis Division, G-3, WDGS.

2. Informal discussion of this subject in the past with Colonel Chamberlain indicates that the Chief of Staff has been personally interested in insuring that we have a thoroughly adequate antiaircraft establishment and that he has been unwilling to reduce it too rapidly.

3. There can be little question that the antiaircraft establishment must be keyed closer to the air establishment. It is believed that, had the antiaircraft artillery been integral with the Army Air Forces during the past few months, substantial reductions in the antiaircraft troop basis might well have been effected through close centralized control of the planning phases of air defense.

4. Should the War Department offer this Headquarters an opportunity to analyze future air defense requirements with a view to determining the antiaircraft units which will be required, other than for exclusive ground force use, it is suggested that the Special Assistant for Antiaircraft could readily provide the necessary data.

1 Incl:
Report dtd 27 Dec 43
Subj: Troops in the Pacific

WILLIAM F. McKEE
Colonel, Air Corps
Deputy Asst. Chief of Air Staff
Operations, Commitments & Requirements

cc: Plans
Fighter & Air Defense Branch_____

Requirements Division_____

Special Asst for Antiaircraft_____

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AFAAA
23 February 1944

MEMORANDUM FOR THE CHIEF OF AIR STAFF:
(THRU: Deputy Chief of Air Staff, Brig. General Vandenberg)

Subject: Antiaircraft Artillery

1. Reference R&R from Deputy Chief of Air Staff on antiaircraft artillery, 17 Feb 1944, copy attached, the following is submitted:

2. It is Army Ground Forces doctrine to reduce antiaircraft artillery and increase divisional units in so far as they are permitted by the War Department.

3. There are large possibilities of augmenting horizontal fire power by antiaircraft weapons. Ground Forces realization of these potentialities has been slow. This office has done much to induce Ground Forces to develop methods for using this fire. It is not believed that Ground Forces have given this factor any consideration in determining the number of antiaircraft units to be maintained.

4. It is believed that the War Department General Staff (at the direction of the Chief of Staff) has maintained the antiaircraft units at a high level in spite of at least some Ground Forces opposition. Their reasons for this are believed to be:

a. Their appreciation of the importance of air power which leads them to realize the necessity for providing protection by ground means for harbors, ground troop units, airdromes, and other vital points.

b. Estimates from the theaters. Of the total troop basis for antiaircraft troops for 1944, less than 8 per cent of units and strength is not planned for deployment during 1944 and requests for additions may be expected from the theaters.

c. Planning in the theaters is thus one of the chief bases for the determination of the amount of antiaircraft called for in the troop basis. Requests from theater commanders are not believed to be on a sound basis in all cases. For instance, the Fifth Army in Italy has nearly twice the number of antiaircraft battalions per division that are planned for the "Overlord" operation. No method, other

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than making Air Corps commanders responsible for all air defense and for troop basis planning therefor which is subject to review at Hq. Army Air Forces, is seen to improve this situation. That such planning and review would decrease the antiaircraft troop basis is, however, questionable.

d. The compartamented assignment (as is current in several theaters—notably in the Mediterranean and European theaters) of antiaircraft to divisions, corps, and armies is not conducive to economy of force. General McNair concurs in this opinion. The only solution is to make the air commander responsible for air defense and for attaching antiaircraft units to ground forces when such attachment is required.

1 Incl.
cy M&R dtd 17 Feb 44

H. R. OLDFIELD
Major General, U. S. Army
Special Asst for Antiaircraft

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

Secret
By authority of the Commanding General, Army Air Forces
1/4/44 MKD

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4 February 1944

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS:
(Attention: Post War Division)

Subject: AAA Post War Establishment.

1. Attached is the preliminary estimate of the Antiaircraft Artillery establishment to be included in the post war plans for the Army Air Forces.

/s/ H. R. Oldfield
H. R. OLDFIELD
Major General, U. S. Army
Special Asst for Antiaircraft

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as above

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POST WAR AIR FORCE

ANTIAIRCRAFT ARTILLERY

I. ASSUMPTIONS.

1. The assumption, implicit in the preliminary plan for a Post War Air Force (secret letter this Headquarters, 11 Dec 1943, subject: Post War Air Force), that antiaircraft artillery functions as an administrative service only for the local defense of air fields is incorrect and can not be accepted as a basis for planning. Integration of the antiaircraft artillery with the Air Forces is a declared policy of this Headquarters. Antiaircraft artillery, thus integrated with the Air Forces, must function as an active, combat element in unified air defense with fighter aviation to protect all vital military and political objectives and must in addition be capable of operating with the Ground Forces. The basic assumption must, therefore, be introduced that antiaircraft artillery as an organic part of the Air Forces must be so integrated into the organization as to perform the functions indicated.

2. The assumptions on which this plan is based, with the above exception, are as outlined in subject letter with the following additions:

a. That the general deployment of the 105 air force groups will conform to JCS 570 series.

b. That all antiaircraft artillery will be an integral part of the air force but that there will exist a ground force antiaircraft artillery arm consisting of air force trained personnel attached to the ground forces for combined training and operation with mobile ground forces.

c. That antiaircraft artillery units will be maintained at a peace strength, this strength to be the minimum at which the unit can function at the outbreak of war, pending reinforcement from officer and enlisted reserves.

d. That 70 per cent of the personnel in the continental forces will be inductees. The remaining 30 per cent must be regular troops to perform essential staff and training functions and to support the necessary turnover for overseas duty.

e. That antiaircraft artillery unit training will be under air force commanders of both continental and overseas air forces.

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f. That an overseas replacement pool is established consisting principally of personnel in transit on overseas turnover.

II. PLAN

3. General.

a. The head of the antiaircraft artillery to be a deputy chief of the air staff with a small complement of officers as assistants.

b. Antiaircraft artillery officers to be included in the pertinent divisions of the air staff and air commands.

c. One antiaircraft division headquarters with each air force headquarters, the commander thereof on a status with respect to the air force commander similar to that of officer in a above with respect to the commander in chief. The primary functions of this headquarters will be advice to the air force commander and a general supervisory agency for antiaircraft artillery matters including tactical and technical aspects of unit training.

d. An antiaircraft artillery school for the basic tactical and technical training of antiaircraft officers.

e. An antiaircraft artillery school for the technical training of enlisted personnel.

f. An antiaircraft artillery board as a section of the air forces board.

g. The following general categories of employment of antiaircraft artillery are involved:

(1) Protection of ports, cities, air bases, and other vital establishments in conjunction with fighter aviation and an aircraft warning service.

(2) Operations with ground forces.

4. Troop Requirements.

Under the assumptions as indicated in section I and the general plan in paragraph 3, the minimum troop requirements were computed and are attached as Inclosure No. 1.

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POST WAR AIR FORCE

ANTIAIRCRAFT ARTILLERY TROOP REQUIREMENTS

A. OVERSEAS

Unit	No. of Units	Officers	W.O.	E.M.	Aggregate
AA Div Hq & Hq Btry	3	60	18	210	288
AA Brig Hq & Hq Btry	16	160	48	560	768
AA Gp Hq & Hq Btry	49	441	147	1715	2303
AA Gun (M) Bn	37	814	111	18500	19425
AA Gun (SM) Bn	37	777	111	16650	17538
AA AW (M) Bn	37	814	111	18500	19425
AA AW (SM) Bn	37	777	111	16650	17538
AA SL Bn	50	900	150	30000	31050
AAOR Section	16	96	16	688	800
AA Maintenance Btry	16	64	—	1920	1984
Totals		4903	823	105,393	111,119

B. CONTINENTAL UNITED STATES

AA Div Hq & Hq Btry	3	60	18	210	288
AA Brig Hq & Hq Btry	13	130	39	455	624
AA Gp Hq & Hq Btry	29	261	87	1015	1363
AA Gun (M) Bn	23	506	69	11500	12075
AA Gun (SM) Bn	24	504	72	10800	11376
AA AW (M) Bn	23	506	69	11500	12075
AA AW (SM) Bn	24	504	72	10800	11376
AA SP Bn	26	546	78	11700	12324
AA SL Bn	22	396	66	13200	13662
AAOR Section	13	78	13	559	650
AA Maintenance Btry	13	52	—	1560	1612
Student Officers & E.M.		1131	—	1500	2631
AA School & Board Overhead		250	100	1500	1850
Staff Duty other than AA Units		200	—	—	200
Overseas Replacement Pool		550	88	10,118	10,756
Totals		5674	771	86,417	92,862

C. AGGREGATE

Overseas	4903	823	105,393	111,119
Continental United States	5674	771	86,417	92,862
	10,577	1594	191,810	203,981

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D. BREAKDOWN AS TO GENERAL ASSIGNMENT

Assignment	AA Gun Bns	AA AW Bns	AA SP Bns	AA SL Bns	Total Bns
Air bases	52	52	—	35	139
Overseas Ports & V.P.'s & Naval bases	26	26	—	17	69
V.P.'s & Naval bases in U. S.	30	30	—	20	80
Ground Forces	13	13	26	—	52
Total Bns	121	121	26	72	340

Abbreviation Key --

M - Mobile
SM - Semi-mobile
AW - Automatic weapons
SL - Searchlight
SP - Self-propelled
Gp - Group
Div - Division
AAOR - Antiaircraft operations room

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A.A.A.

ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON, D. C.

[redacted]

A/A

WAR DEPARTMENT
HEADQUARTERS OF THE ARMY AIR FORCES
WASHINGTON, D. C.

AFAAA
15 November 1943

MEMORANDUM FOR ASSISTANT CHIEF OF AIR STAFF, PLANS:

Subject: Tentative Estimated Antiaircraft Requirements for Post-War Planning

1. The need for adequate protection against surprise bombing or strafing attacks of our aircraft on the ground with due regard to other vital installations pertinent thereto cannot be overemphasized. The lessons learned in the early stages of the present war must not be forgotten nor their value lessened by any plan that neglects or belittles initial antiaircraft protection on M-day for our air bases.

2. a. The tentative plan for a post-war air force with bases throughout the world is the foundation upon which the following antiaircraft artillery requirements are built. The more specific basic concepts from which this estimate has been made are:

(1) A post-war air force of 105 combat groups.

(2) A worldwide network of air bases of which 40 are considered as major occupied bases, accommodating very heavy bombardment groups, with the necessary housing, maintenance and supply facilities.

b. No effort has been made to keep within a limiting strength figure in this estimate; however, the proposed strengths of one million men for the air force and five thousand for the ground forces have been kept in mind.

3. To insure the protection required for our air installations it is mandatory that the antiaircraft defenses provided therefore be an integral part of the air force. This will guarantee the proper strategic development of all means of air defense under one responsible commander and will provide the unity of command required for prompt and decisive action, both defensively and offensively, on M-day.

4. Utilizing the fundamental concepts outlined in paragraph 2a,

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it is estimated that the antiaircraft artillery requirements with their general deployment will be as shown in the inclosed table (see Tab A). Those units projected for the continental United States will provide the necessary overhead and training establishment as well as the basic home defense units to include Alaska and Panama.

5. This program sets up a tentative overall troop basis for antiaircraft artillery of 140,000. It is believed that this allotment should be given to the air forces in the final strength allocations and that, if it is necessary to accomplish this, the overall authorized strength for the air force be increased accordingly at the cost of a corresponding reduction in the authorized ground forces strength.

Robert Fuller Col A.C.

1 Incl
Tab "A"

for H. B. OLDFIELD
Major General, U. S. Army
Special Asst. for Antiaircraft

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	E-A	PAC-ASIA	U.S.	TOTAL
AAC	2	2	1	5
AATC	-	-	4	4
Brigade	4	8	3	15
Group	10	26	9	45
Gun Bn (SL / M)	15	26	12	53
AW Bn (SL / M)	19	27	49	95
SL Bn	5	13	7	25

Tab. "A"

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Tab. "A"

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AIR JUDGE. ADVOCATE.

ARMY AIR FORCES

RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

Rec'd 1/4/44

TO: AC/AS, Plans

DATE 3 Jan 44

FROM: Air Judge Advocate

COMMENT NO. 1
AHB/dm/72725

1. Pursuant to the request contained in Hdqrs. AAF Secret Letter, 11 December 1943, the following comments are submitted:

a. It is assumed that, in the organization of a composite Department of War as outlined for post-planning purposes, each major division will need to include a staff department charged with handling legal affairs within the province of its Under Secretary. Thus an Under Secretary of War for Air administering an autonomous Air Force may be expected to desire direct service by his own law officer who may suitably be entitled "The Judge Advocate General for Air" and will hereinafter be so referred to. Throughout the jurisdiction of the Air Force, also, such Judge Advocate General for Air will be charged with a mission at least commensurate with that at present assigned to The Judge Advocate General of the military establishment at large.

b. Such Judge Advocate General for Air will, therefore, serve as the chief legal adviser of the Under Secretary, the Air Force division of the Department of War, and the separate Air Force establishment. He will supervise the administration of military justice in all echelons, and in his office the proceedings of all general courts-martial, commissions and courts of inquiry will be reviewed. His duties will include furnishing legal service to all agencies of the Air Force division in the matter of claims by and against the Government, patents, copyrights, contracts, performance and security bonds, land transfers and leases, taxation, litigation, and rights and obligations of service and civilian personnel. Expansion of such activities is indicated in anticipation of post war problems of reconstruction and maintenance of status which will constantly call for important applications of law and policy.

c. In order efficiently to exercise these broad and integrated responsibilities, such Judge Advocate General for Air should occupy a staff position with respect to the Under Secretary at the same level as the Air Judge Advocate now functions with respect to the Commanding General, Army Air Forces. Since so much of his legal service will be of an advisory nature, such Judge Advocate General for Air should report direct to the Under Secretary and should be high enough in the staff to be in the direct channel of every branch of the Air Staff, all of which will require service. By virtue of such position, opinions of Judge Advocate General for Air and requests for opinions will be processed most directly and efficiently. Moreover, such Judge Advocate General for Air will be enabled to screen the Under Secretary, the Chief of Air Staff, and the staff departments in matters calling for preliminary legal attention while his own functions will not be subject to the inappropriate procedural supervision which might result from his occupying a subordinate staff position. Reasons similar to these

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HEADQUARTERS ARMY AIR FORCES

ROUTING AND RECORD SHEET

TALLY NO.	
FILE NO.	

SUBJECT: Post War Air Force

TO: AC/AS, Plans

DATE 3 Jan 44

FROM: Air Judge Advocate

COMMENT NO. 1
AHB/dm/72725

may be taken to account for the progressive elevation of The Judge Advocate General from the position in the lowest staff echelon charted for his office in the reorganization of the Army under Cir. 59, W. D. (1942) to his current station immediately below the Chief of Staff, ASF.

d. It is the opinion of The Air Judge Advocate, therefore, that for maximum usefulness and to accomplish the most efficient administration of law in the Air Force, the office of The Judge Advocate General for Air should operate directly under the Chief of the Air Staff and should not be subordinated to the Deputy for Administration and Services and to the Chief of Services as now provided in the tentative proposals.

e. It should be observed also that the legislation that would be required to put the proposed post war plan into effect would assign duties to The Judge Advocate General for Air in the same manner as the duties of the office of The Judge Advocate General are presently assigned by statute. Congressional action would be required to exclude the latter office from authority in the Air Force field and to provide The Judge Advocate General for Air with the reviewing authority in court-martial cases of Air Force personnel now reposed in The Judge Advocate General by Article of War 50½.

Earl S. Patterson

EARL S. PATTERSON
Colonel, J.A.G.D.
Actg Air Judge Advocate

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[redacted] TRAINING COMMAND 29 January 1944

PLANNING BOARD

Chairman - Brig. General W. W. Welsh *
Recorder - Major L. E. Lee *

Management Control - Determination of number to be trained in each MOS. Personnel required for Training Command.
Lt. Col. J. R. Grey *
Major E. R. Hodges - EFTC

A-2 - Distribution of officer grades, selection for promotion or separation, retirement plan.
Lt. Col. F. A. Geldard *
Colonel L. S. Vance EFTC
Captain Ellett *

A-3 Flying Training - General K. P. McNaughton *
Colonel E. W. Suarez * - Pilot
Colonel N. B. Harbold * - Non Pilot

A-3 Technical Trng. - Colonel C. L. Wood - Ap. Mechanics Training KEESLER FLD
Colonel R. P. Todd - Armament Training LOWRY FLD
Lt. Col. C. W. Richards - Radio Training CTTC
Lt. Col. E. Groh - Basic Training SHEPPARD FLD
Lt. Col. D. F. Pocock - Administration Training CTTC

A-4 - Selection of Training Command Stations
Colonel L. S. Vance EFTC
Major L. E. Lee *

Reserve Training - Colonel L. S. Vance EFTC

* This Bd

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20 December 1943

MEMORANDUM FOR THE RECORD:

SUBJECT: Conference on Post War Air Force.

1. A conference was held in General Kuter's Office this date to discuss ground rules and assumptions upon which to base plans for the training establishment required in a Post War Air Force. Present were:

Brigadier General L. S. Kuter, AC/AS, Plans
Colonel P. M. Hamilton, AC/AS, Plans (Post War)
Colonel R. C. Moffat, AC/AS, Plans (Post War)

Brigadier General J. M. Bevans, AC/AS, Personnel
Colonel J. H. McCormick, AC/AS, Personnel

Brigadier General McNaughton, Hq., Training Command

Colonel T. J. Du Bose, AC/AS, Training

Colonel H. A. Halverson, SPD, WDGS
Colonel G. P. Baker, SPD, WDGS

Lt. Colonel W. H. Miller, SPC

2. Assumptions decided upon, for planning purposes, supplementary to those contained in letter for C/AS, dated 13 December 1943.

a. The personnel on active duty in the PWAF will consist of four (4) categories regarded as to length of service: 1 year, 3 Year, 17 year and full career, and in three categories as to method of induction: universal service, volunteer and selected service personnel chosen as necessary from universal service one year men to give the active duty force a sufficient number of three year men when not enough volunteers are found to meet requirements.

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b. The proportion of long-term to short-term officer personnel will be half and half, divided as follows:

50% - 3 year
20% -17 year (these to consist of graduates of an Air Academy)
30% - regular career officers

c. The proportion of enlisted personnel in various categories would be:

Of enlisted personnel, approximately 50% must comprise 3 year (or more) personnel.

d. Anything over three years enlisted service to comprise volunteers only. Anything over one year to comprise volunteers and selectees.

e. The Air Force to train all its personnel including categories now known as ASWAF, (and that includes antiaircraft personnel).

f. The initial peace time force to be so composed as to avoid "humps" in the seventeen year and regular officer categories, by filling these categories with officers now in the service and artificially provide for necessary annual attrition.

3. It was decided that Colonel DuBose would prepare a paper (for AC/AS, Training) to General McNaughton (For CG, Training Command) embodying the ground rules and directing Training Command to recommend the training establishment mentioned in Paragraph 5 of the Chief of Air Staff's letter.

R. C. MOFFAT,
Colonel, Air Corps.

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PRELIMINARY STUDY

POST-WAR AIR FORCE - ESTIMATED STUDENT BODY NECESSARY

Statement Of The Problem

1. To determine the student body necessary to maintain an Air Force of 105 Groups.

Assumptions

2. The following have been assumed for the purposes of the present study:

a. An autonomous Air Force is already established with a total strength of 94,000 officers, 2,800 warrant officers, and 750,000 enlisted men (exclusive of officer candidates or apprentices undergoing training), allocated as follows:

	Officers	W. O.	Enlisted Men
Tatical (plus supporting establishment)	63,000	1900	460,000
Anti-Aircraft Command	10,000	300	130,000
Air Transport Command	3,000	100	20,000
Training Command	18,000	500	140,000
Total	94,000	2800	750,000

b. The geographic disposition of Tactical Forces will be as shown in study by AC/AS, OC&R, Troop Basis Division, dated 13 December 1943. (Approximate distribution of enlisted men as shown therein: 63% overseas, 27% continental U. S.)

c. The remainder of the Air Force will be distributed as follows (those serving overseas will be allocated to theatres in the same ratio as tactical troops overseas.

	U. S.	Overseas
Anti-Aircraft Command	30%	70%
Air Transport Command	40%	60%
Training Command	100%	-0-

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d. An apprentice is an inductee, or an enlistee undergoing initial training prior to being assigned to a permanent organization. The average period of time required to train an apprentice will be 6 months. (No Apprentices are included in figures shown in b. and c. above.)

e. Approximately 60% of all apprentices will, upon completion of their training, be assigned to overseas garrisons. These will serve a total of 2 years including time spent in training.

f. Approximately 40% of all apprentices will, upon completion of their training, be assigned to duty within the continental limits of the U. S. These will serve a total of 1 year including time spent in training.

g. A professional soldier is an enlisted man who has completed one or more 3 year enlistments. The average length of service of professional soldiers will be 12 years. All enlisted men above the grade of corporal will be professional soliders.

h. The number and percentage of men in each of the seven enlisted grades will be as shown in "TableI", AC/AS, Plans, Post War Plans Division, dated January 15, 1944 (for the Air Forces - exclusive of officer candidates and apprentices - this table shows approximately 44% in the grade of sgt. and up and 65% in grades lower).

i. An officer candidate is any person pursuing a course of training for a commission in the Air Force. (No officer candidates are included in b. and c. above.) The average period of time required to train an officer candidate will be 18 months.

j. Of the 94,000 officers referred to above, 50% will be regular Army. Upon completion of 17 years service all will under-go a screening test and half will be retired. The remaining half will continue in service until they reach the age of statutory retirement.

k. of the 94,000 officers referred to above 50% will be reserves serving for 3 years. Upon completion of 3 years of service, some will be offered commissions in the regular Army to fill vacancies in the permanent establishment.

Discussion

3. Based on the foregoing assumptions the estimated student body necessary to support the active Air Force establishment is computed as follows:

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a. Officers			Annual Replacement
3 year duty - 47,000		divided by 3 equals	15,700
17 year duty - 23,500		" " 17 "	1,400
34 year duty - 23,500		" " 34 "	700
Total	94,00		17,800

Average annual replacement approximately 18,000.
Average number of officer candidate student body 30,000 (1½ x 18m000).

b. Enlisted Men			Annual Replacement
12 year duty - 375,000		divided by 12 equals	31,250
2 year duty - 225,000		" " 2 "	112,500
1 year duty - 150,000		" " 1 "	150,000
Total	750,000		293,750

Average annual replacement approximately 300,000.
Average number of apprentice student body 150,000 (½ x 300,000).

NOTE: 1,200,000 males reach the age of 18 each year. A portion of these will be unfit for any military service and a number will be conscripted for the Army and Navy. Still others will become officer candidates in one of the various services. Despite these facts, it is possible that under a program of universal service the Air Force may be required to train more than the 300,000, which it is estimated will be required to meet its own needs. It seems unlikely, however, that more than an additional 100,000 would be wished on us. If this were so, the average number of apprentice student body would be 200,00 (½ x 400,000).

4. Total strength of the post-war Air Force is estimated to be approximately 1,027,000 allocated in the following manner:

Officers	94,000
Warrant Officers	2,800
Enlisted Men	750,000
Sub-Total	846,800
Officer Candidates	30,000
Apprentices	150,000
Sub-Total	180,000
Grand Total	1,026,800

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ROUGH DRAFT

28 Jan 44

SUBJECT: Initial Post War Air Force.

TO: Commanding General, Army Air Forces, Washington 25, D.C.
Attn: Asst. Chief Air Staff, Training.

1. This training plan is submitted as directed in secret letter your headquarters, AFACT-1A, 22 December 1943, subject "Post War Air Force", and as amended by secret letter your headquarters 22 January 1944, same subject.

2. The ground rules used in the preparation of this plan either as given by your headquarters or revised or assumed by this headquarters are as follows:

a. The Post War Air Force will be activated at complete strength six months after the cessation of hostilities in such a manner that the training program will start to function immediately and the production of the training program will replace personnel lost to the Air Forces at the anticipated stabilized turnover rate.

b. A peacetime universal service law will be passed requiring all physically qualified males to serve a minimum of one year in enlisted status or 3 years as an officer in one of the military forces.

c. Inductees under the universal service law will be given foreign service only upon volunteering to serve for 2 years instead of one.

d. Qualified personnel will be permitted to enlist before called for induction under the universal service law but the initial enlistment will be for one year for domestic service and 2 years for foreign service. All inductees and first term enlistees will be in the active enlisted reserve which will comprise 50 percent of the enlisted strength of the Air Forces. The active enlisted reserve will be comprised of 40 percent serving one year and 60 percent serving 2 years.

e. The enlisted strength of the regular Army will be made up of personnel volunteering for 3 year enlistment after satisfactory completion of a term of service. All warrant officers will be procured from regular Army enlisted personnel having completed one or more 3 year enlistments.

f. The officer strength will be composed of 50 percent regular Army and 50 percent reserve serving for 3 years.

g. The distribution of officer grades, the minimum time required in each grade and the maximum years of service allowed before promotion to each grade or forced separation from the active service will be

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such as to insure the selection and early promotion of the most competent officers and prevent stagnation.

h. The universal service law will provide deferment to students of accredited colleges who have volunteered for duty with the military forces after completion of college and the accompanying ROTC courses. This duty would involve one year in enlisted status or 3 years as an officer.

i. Officer personnel will be procured and trained from an Air Academy producing regular Army personnel and from accredited ROTC colleges, aviation cadet and officer candidate schools producing reserve officers.

j. Flight officers may be substituted for rated second lieutenants.

k. Only rated personnel will be eligible for Command of Air Force Stations and tactical units. A survey of the chart showing the Military Occupational Specialties prepared by your headquarters indicates that a ratio of rated to non-rated personnel of approximately 1 to 1, exclusive of the Anti Aircraft Command, is desirable instead of 1 to 2 as indicated in the chart. This training plan is therefore based upon 50 percent of the replacements being trained as rated officers exclusive of those trained for the Anti Aircraft Command.

l. The study of the chart showing Military Occupational Specialties also indicates that approximately 20 percent of the officer personnel should receive technical specialty training.

m. The training plan is based upon furnishing replacements for the following Air Forces:

	Off. & Flight Off.		W/O	E/M	
	Regular	Reserve	Regular	Regular	Reserve
Tactical Air Forces	31,500	31,500	1,900	230,000	230,000
Anti Aircraft Command	5,000	5,000	300	65,000	[illegible]
Air Transport Command	1,500	1,500	100	10,000	10,000
Training Command	9,000	9,000	500	70,000	70,000
	47,000	47,000	2,800	375,000	375,000

It is assumed that 25 percent of regular Army enlisted men will reenlist upon expiration of their tour of duty, that 40 percent of active enlisted reserve will be on duty for one year and 60 percent of the active

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enlisted reserve on duty for 2 years.

n. All enlisted men accepted for their first term of service will be given basic training for 75 days. Only (regular Army) enlisted men will be given technical training. men enrolled for a three year term

o. The training for the Navy and Army will be considered as an overload on the training for the Air Forces equal to 20 percent of the training of all rated personnel and 20 percent of the enlisted personnel being trained in technical subjects relating directly to the maintenance and operation of aircraft.

p. The Air Forces will be required to accomplish all training of its own personnel.

q. A program for the continued training of regular Army officers will be prepared providing for a Squadron Officers School, Tactical Officers School and an Advanced Officers School preparatory to a Combind Services War College which it is anticipated will be operated under the direct supervision of the War Department.

r. All personnel honorably discharged from the active service will be placed in an inactive reserve and required to maintain their proficiency for a period of ? years. A program will be prepared for the continued training of this personnel on inactive reserve status.

s. Central Instructors Schools should be maintained by the Training Command to insure uniform instruction and develop methods of teaching in the various types of training specialties. These schools may be separate institutions or operate in conjunction with schools teaching allied subjects.

t. The location of stations tentatively selected to accomplish the complete program of the Training Command will be determined by the following:

(1) A relatively compact training establishment is considered desirable.
(2) If possible st tions should be selected outside the Eastern and Western Defense Zones.
(3) Permanent stations or stations with facilities requiring the smallest amount of upkeep should be given first consideration.
(4) Training establishments should be of a size to operate at maximum efficiency.

Proposed:
x Only pilots will be given flying training and for first 3 years in the reserve.

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u. Negro training will be required and facilities will be provided for basic training and technical training and one flight school.

v. All stations will be designed for a student population to operate at a maximum efficiency, but a 10 percent overload can be added if necessary for the training of foreign nationals.

w. Facilities will be provided for the training of Womens Air Corps personnel.

3. The personnel required for the proper operation of the proposed Training Command stations and the accomplishment of the training does not agree with the number as given by your headquarters and as noted in paragraph 2m above. The estimated number of personnel required with the estimated number in training at one time is as follows:

	Officers & F/O		W/O	E/M	
	Regular	Reserve	Regular	Regular	Reserve
Training Command					
Number in Basic Training					
Number in Ground Training					
Number in Rated Training					

The training requirements have not been revised due to the difference in the amount of Training Command personnel from the originally assumed figures inasmuch as it is the understanding of this Headquarters that all of the strengths given are tentative and that changes may be made in the strengths of other commands or the Air Forces which would compensate for the difference in Training Command personnel.

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ASCCO3D [redacted]

By Authority of
CG, Air Service Command

2-5-44 Date

Initials

ARMY AIR FORCES
HEADQUARTERS
AIR SERVICE COMMAND

IN REPLY
REFER TO:

PATTERSON FIELD, [redacted], OHIO

5 February 1944

Subject: Initial Post War Air Force

To: Commanding General,
Army Air Forces,
AC/AS, MM&D,
Washington 25, D. C.

1. Reference is made to secret letter, your Headquarters, dated 11 December 1943, subject: "Post War Air Force."

2. It is the feeling of this Command that the proposed organization is a big step forward. However, it is believed that there are two facts that have been clearly shown by experience in this war:

a. Logistics in the operation of the Air Forces is more important than it was considered. Furthermore, the time required and the intricacies were not fully understood. This has caused delay in our whole Air Force operation and will still be so in the opening of the next phase unless quickly corrected.

b. It is necessary to tie together logistics planning and logistics action in the continental United States and in foreign theatres through one strong, responsible man with authority.

In order to utilize this experience in the Post War organization it is recommended that, with reference to Organizational Chart No. 1, the Service, Materiel and Transport Commands be consolidated into one Command to be known as the Logistics Command, the next lower command echelon to be known as Area Logistics Command. Proposed organization of the Logistics Command is inclosed herewith.

3. It is further recommended that the Commanding General of the proposed Logistics Command be designated as Deputy Commander, United States Air Force.

4. It is similarly the opinion of this Command that there should be a Deputy Commander, Operations and a Deputy Commander, Personnel & Training.

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Letter to CG, AAF, AC/AS, MM&D, Washington 25, D. C. 5 February 1944
Subject: Initial Post War Air Force

5. Regardless of the decision on this point, however, it is recommended that there be established a Deputy Commander, Logistics, because he will:

a. Tie together allied functions in this country, reduce personnel and friction, streamline action, increase efficiency.

b. Coordinate plans and action between theatres and with continental United States.

6. With respect to Organizational Chart No. 4, it is not believed advisable to set up under the Chief of Research and Technical Development separate sections for Electronics, Air Armament and Special Devices. It is therefore recommended that these three (3) functions be included under the Technical Equipment Section. It is further recommended that an Automotive Section be set up under the Chief of Research and Technical Development and that a Power Plant Section be established under the Chief of Research and Technical Development and also under the Chief of Maintenance. If carried out, these recommendations would result in parallel functional breakdown between the Chief of Maintenance and the Chief of Research and Technical Development.

7. This Command concurs with paragraph 2-h., basic communication, and believes that the subject requires careful thought and study before decision is reached in the entire problem of the type of training, of securing candidates, of establishing the Air Academy, of developing Air Force career plans, of specialized training during different phases of each officer's Air Force life, so that the different types of qualified personnel can be developed to produce the most efficient Air Force.

8. No recommendations are being made with respect to the Troop Basis schedule, pending final determination as to organization and functions. However, the apparent discrepancies which exist as between the Troop Basis, which provides a Materiel & Service Command Headquarters and Headquarters Squadron, and a Materiel Command Headquarters, with no matching organization for the Service Command, and Organizational Chart No. 1 which lists the Service Command and Materiel Command separately, should be pointed out.

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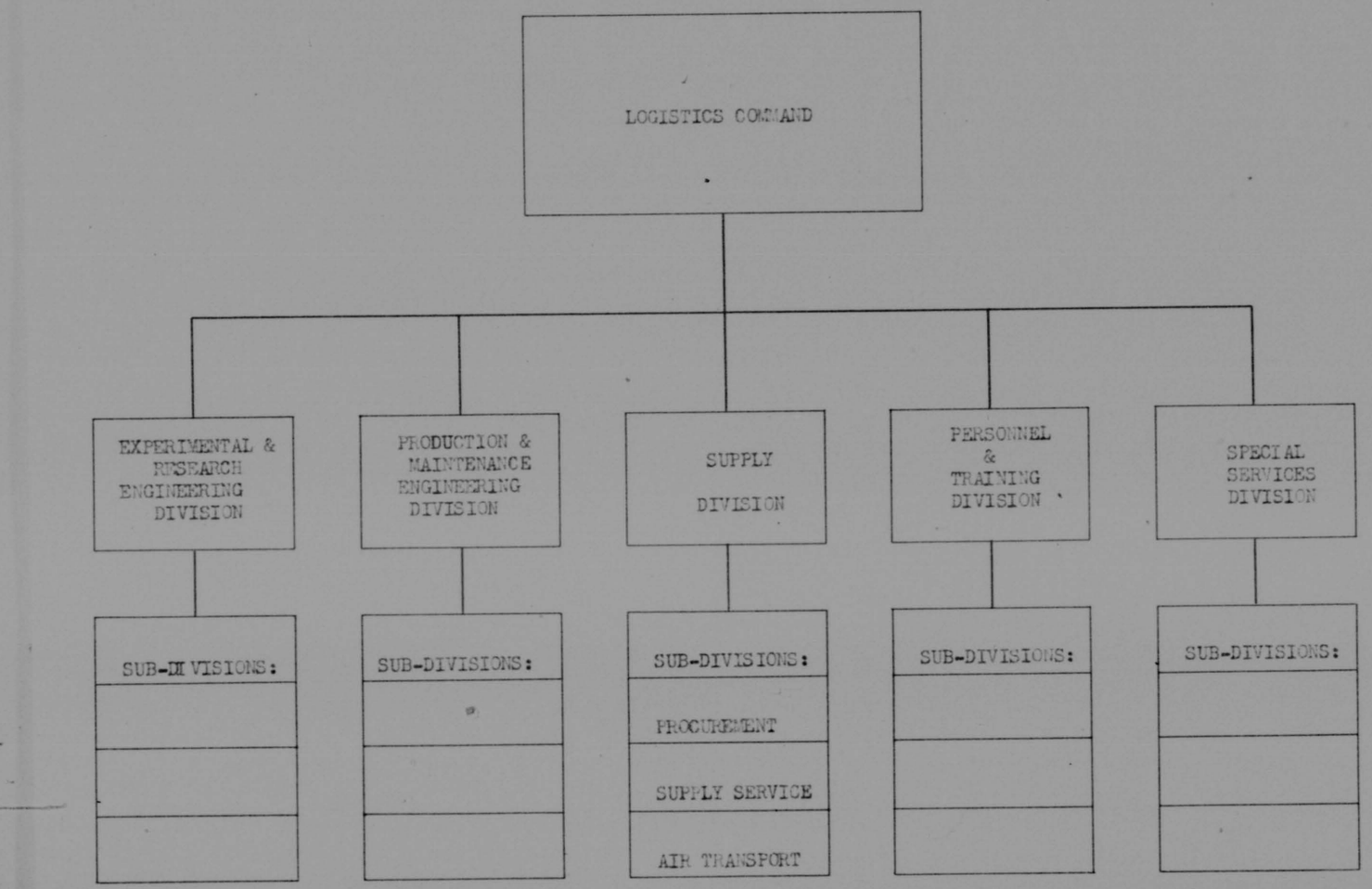

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Mat. Cmd Materiel Command

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ARMY AIR FORCES
Headquarters of the Materiel Command

Wright Field, Dayton, Ohio
13 January 1944

Subject: Post War Air Force

To: Commanding General, Army Air Forces,
Asst. Chief of Air Staff, Plans,
Washington, D. C.

Thur: Asst. Chief of Air Staff, MM&D.

1. In accordance with a request contained in letter dated 11 December 1943 from the Chief of Air Staff, same subject as above, the following comments on the proposed organization of the Post War Air Force are furnished. These comments are general and some of them are on matters outside the fixed sphere of Materiel Command responsibilities. Also it should be borne in mind that these comments are made based upon a review of the organization charts only and that a review of the directives which would, of course, be issued concurrent with the organizational chart might eliminate some of the comments which are submitted below.

2. It is noted that only a total of four medium (light bomber) groups are established in the overall plan and that these groups are deployed within the continental United States. Our developments with the A-26 and in both torpedo and skip bombing and the installation of three inch armament is believed will be so far-reaching as to warrant the inclusion of additional light bombardment groups for the destruction of enemy shipping.

3. It is also noted that the percentage distribution presently contemplated places 75% of our air groups and 62% of our men outside the limits of the continental United States. While outside the province of the Materiel Command, it is believed that this proposed distribution should be carefully considered with the view of holding a somewhat larger percentage of our operating groups within the continental United States. The advantage of a larger percentage of our Post War strength being maintained in this country will simplify our training and replacement problem, and in view of the extreme mobility of the type of Air Force we will have in the Post War Era, very little time will be required to concentrate in either the Atlantic or Pacific Theaters such additional strength as may from time to time be warranted in either of these theaters.

4. Insofar as Materiel Command functions of engineering, procurement, production and inspection are concerned, there are several questions which are of interest to this Command which are not self-explanatory on the proposed chart of the Post War Air Force organization. For instance, it

(continued)

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would be desirable that advance information be furnished this Command as to the number of planes which will be assigned to a group and what assumptions are proper with regard to contemplated obsolescence of the various types of aircraft. For instance, should we plan to obsolete our fighters every two years, our bombers every fifth year and our training ships every ten years and what is to be the assumption as to attrition rates? It is realized these decisions will eventually be issued by the Chief of Air Staff of the United States Air Force, but advance information on this point would be helpful to Materiel Command.

5. No Air Transport Command requirements have been stated in the proposed Post War organization nor has any reference been made to whether this country will undertake to equip nations which are considered our allies or within our sphere of influence. Also there is no information as to the contemplated training plane, National Guard or ROTC requirements. It is assumed that the Naval Air Arm will be 100% equipped by the Separate Air Force and that the problems of engineering, procurement, production and inspection for the aircraft comprising this Naval Air Arm will be handled by the Air Force. If this assumption is correct, provisions must be made to consolidate the present Naval experimental stations with the Air Forces experimental stations and appropriate provisions for adequate liaison between the Air Forces and the Chief of Naval Staff must be established.

6. The proposed organization establishes an Under Secretary of War for Air and an Under Secretary of War for Resources. An immediate question arises as to the details of the responsibilities and functions between Materiel Command (charged with research, production, etc. for materiel peculiar to aviation) and the Director of Production, Procurement and Resources, who is responsible to the Under Secretary of War for Resources. Unless these functions and responsibilities are clearly defined at the outset, there will occur at the factory level duplications and confusion on such matters as placement of orders with facilities, allocation of facilities by the Air Forces and other Governmental procurement organizations. It appears there will also be an overlap in questions of control of manpower, standardization of common items used in non-common end production and the pre-war survey of facilities for war operations. It also appears as if there is a fertile field for confusion between the Air Force, which is responsible for research, etc. for materiel peculiar to aviation, and the Director of Production, Procurement and Resources, who is responsible for the coordination of research, development and standardization. In view of the above, it is believed that a much more simple and effective supply and procurement organization could be established by having all supply services combined under the Director of Production, Procurement and Resources. The attached chart has been prepared incorporating this suggestion. Tactical program requirements would be developed by an appropriate staff agency under the Commander in Chief, United States Air Forces. These requirements would be submitted to the Chief of Staff to the Supreme Commander where they would be combined with requirements for the Army and Navy and these total requirements then sent out to the Director of Production, Procurement and Resources for procurement and production.

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Washington, D.C.
Subj: Post War Air Force
Date: 13 January 1944

7. In the Write-up of the functions of the Chief of Air Staff, very careful consideration to the possibility permitted by the present chance of a multiplicity of directives being received by the Materiel Command from various offices established in the Office of the Chief of Air Staff, which must be eliminated. Present organization will permit of a numerous number of offices in the Office of the Chief of Air Staff as well as numerous offices of the Director of Production, Procurement and Resources issuing directives as to aircraft requirements and other offices issuing instructions in limitation of the manner in which the production requirements may be mat.

8. It is noted that the presently contemplated strength allotment of the Materiel Command makes no provision for an enlisted complement. While it is desired that this Command be staffed with officers and civilians, it is also believed that provision for a small quantity of recognized enlisted experts who could be rotated periodically with other enlisted experts will be of considerable value to the Command and other Air Forces by acting as flight test observers and enlisted members of the combat crews engaged in the testing of aircraft and ground equipment. An enlisted complement of some 500 men is believed would suffice for the entire Materiel Command. An abnormal number of ratings should be authorized for these enlisted men as they will be an elite corps of highly skilled individuals.

/s/ Chas. E. Branshaw

CHAS. E. BRANSHAW,
Major General, U.S.A.
Commanding

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AFATC/PL/WBH/dam
6 February 1944

MEMORANDUM FOR THE ASSISTANT CHIEF OF AIR STAFF, PLANS
(Attention: Chief, Post War Division)

Subject: Post War Air Force

THE PROBLEM:

1. Reference is made to letter of 11 December 1943 to the Commanding General, Air Transport Command, from the Chief of the Air Staff which requests that the Air Transport Command supply the Assistant Chief of Air Staff, Plans, with comments and suggestions with respect to the organization and composition of the post war United States Air Force, with particular reference to matters presently within the scope of the Air Transport Command.

2. The following assumptions have been furnished to this Command for planning purposes:

a. The Air Force is to be an autonomous division of a new Department of War, the other three being (1) the Army, (2) the Navy, and (3) the Joint Production, Procurement and Resources Division.

b. The Air Force will be an "M" day force instantly ready to repel attack or to quash any threat to world peace.

c. Air Force units will be stationed on an extensive chain of permanent bases extending from the Philippines eastward to the West Coast of Africa.

d. The Air Force will consist of a GHQ, six Air Forces, and appropriate commands. Of the six Air Forces, one will be deployed in the Atlantic, two in the Pacific, three in the United States, including Alaska and the Caribbean.

DISCUSSION OF FACTS BEARING ON THE PROBLEM:

3. The principal functions of the Air Transport Command, as presently constituted, are:

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a. The ferrying of tactical aircraft from the factories to the tactical units or to the foreign governments to which they are assigned, and the operation of schools to train ferrying personnel.

b. The transportation by air of personnel, materiel, mail, strategic materials and other cargoes for all War Department agencies (except those served by troop carrier units) and for any Governmental agency of the United States.

c. The control, operation, and maintenance of establishments and facilities on air routes outside the United States which are or which may be made the responsibility of the Commanding General, Army Air Forces, or which are assigned to the Air Transport Command, and airports of embarkation for routes over which the Air Transport Command operates.

d. The administration of priorities for air travel on aircraft operated by or under contract for the Air Transport Command and on civil air carriers.

4. The post war requirements for an organization to ferry aircraft from the factories to the tactical units to which they are assigned will depend on the rate at which tactical units must be expanded following the outbreak of hostilities, plus the rate of attrition. The directive mentioned in paragraph 1 contains no advice which provides a basis for estimating ferrying requirements. It is therefore assumed that all tactical aircraft will be ferried by combat crews during peacetime and that such a ferrying organization as may be required following the outbreak of hostilities can be built up from scratch simultaneously with the expansion of aircraft production to meet the requirements of actual warfare. There is no indication that the personnel of the post war Air Force assigned to ferrying need exceed the small number required to prepare and keep up to date plans, equipment and facilities to train Operational Training Units for service within a minimum of time following "M" day. Such a plan would obviously be largely based upon the experience gained in the present war.

5. Similarly, a small number of the post war air transport personnel should be charged with the duty of studying and keeping currently up to date the best methods of administering priorities and the control of traffic in the event of war. No unusual difficulties in building up an organization to administer priorities on a broad scale following the outbreak of hostilities is foreseen, especially as there will be available the record of the experience gained in the administration of priorities during the present war.

6. If the post war "M" day Air Force is capable of bringing the next war to a quick and successful conclusion by crushing blows from established bases and stockpiles of materiel located at those bases, very

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little need for military air transport services will exist. Such an assumption, however, would hardly appear realistic in the light of past experience. It is therefore assumed (a) that the next war, like all previous wars, will extend over a relatively long period of time, (b) that the tactics of the enemy in actual combat will require a revision of plans made in time of peace, (c) that the United States will carry the war to the enemy, occupying enemy territory and conducting operations from new bases established in such territory, and (d) that military requirements for overall transportation facilities in the next war will be proportionately as great as they have been in the past. The latter assumption would seem almost of necessity to follow from the fact that the increasing complexity of modern warfare requires a continually increasing volume of supply per man in the field.

7. If the assumptions contained in the foregoing paragraph are correct, the size of the post war "M" day military air transport organization should be at least in the same ratio to the size of the overall post war air combat force as the size of the present day air transport organization is to the present day air combat force. It seems probable that the demand for air transportation will be proportionately greater than it is now for the following reasons:

a. The rapid technological development of aeronautics is constantly improving the efficiency of air transportation as compared with other forms of transportation.

b. The trend of modern warfare is in the direction of mobility as contrasted with reliance on heavy fortifications and fixed defenses. This trend accentuates the importance of speed in transportation.

8. The autonomous post war Air Force described in the letter from the Chief of the Air Staff to which reference is made in paragraph 1 above, is roughly 40 percent as large as the existing Air Force of the United States. If the size of the overall post war military establishment is to be in the same proportion to its present size, it follows, from the line of reasoning pursued in preceeding paragraphs, that the "M" day military air transport organization of the United States which is set up to serve the overall military establishment should be at least 40 percent as large as the present combined ATC and NATS operations including the operations conducted by the contract carriers for the military services. The tentative deployment of such an air transport organization is suggested in Appendix A.

9. It is not proposed that an "M" day air transport organization should be maintained at full strength throughout the period of peace. It seems probable that, as in the past, international developments will indicate the imminence of war sufficiently in advance so that a reasonable amount of time will be available for building the military establishment

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up to the "M" day strength. While there is no assurance that the warning signals which may be given will be heeded, the availability of adequate and well-protected stockpiles of materiel and the existence of the aircraft and trained personnel of the civil airlines which can be called into military service in an emergency, should make possible the normal peacetime activation of the air transport component of the autonomous Air Force at a lower percentage of "M" day strength than would be safe in the case of tactical air force units.

10. It seems logical that the minimum post war military air transport organization should not be reduced below a size which would enable it to perform the following functions:

a. Provide such regular air transport services as may be required to serve military bases of the Autonomous Air Force, the Army and the Navy which are not adequately served by civil airlines or other means of transportation, including tactical aircraft and surface transportation.

b. Operate at least occasional air transport services over all principal air routes between the United States and the outlying bases, which are a part of the defensive system of the United States, for training and familiarization purposes.

c. Operate the airways communications system and navigational aids on all airways between the United States and outlying military bases except those which it may later be found advisable to have operated by the Civil Aeronautics Administration or other U. S. Governmental authority.

d. Maintain in being an organization capable of effecting an expansion to "M" day strength, including the training of personnel required therefore.

e. Maintain familiarity with technical developments in aeronautics, especially those which pertain to air transportation.

11. Appendix B contains a tentative plan for a minimum strength air transport component of an "Initial Postwar Air Force" capable of meeting the requirements stated in the preceeding paragraph.

12. Attached as Appendix C is a map which shows tentative air routes outside the continental limits of the United States over which the air transport component of the "Initial Postwar Air Force" would presumably operate to the outlying bases designated in JCS 570/2. Also indicated on the map are present international civil air routes of the United States for which permanent CAB certificates have been issued and additional routes which were proposed in a letter of 26 January 1944 from the Chairman of the Civil Aeronautics Board to the Secretary of War.

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CONCLUSIONS:

13. The military importance of air transportation will tend to increase in the future.

14. The size of the "M" day air transport component of the proposed post war autonomous Air Force should be proportionately at least as large as the combined operations of ATC, NATS and the contract carriers, considered in relation to the present overall military establishment of the United States.

15. The post war "M" day air transport force, based on the foregoing assumption, should have at least the equivalent of 300 transport aircraft of an average gross weight of 48,000 lbs., and the personnel required to operate this number of aircraft is tentatively estimated at the equivalent of 50,000 officers and men including 4,500 officers of which 1,800 would be pilot officers.

16. During peacetime the military air transport force should be reduced substantially below "M" day strength. At 20 percent of "M" day strength, the theoretical military air transport force would comprise the equivalent of 60 airplanes of an average gross weight of 48,000 lbs. and 10,000 officers and enlisted men, including 900 officers of which 360 would be pilot officers. This would be the equivalent of a squadron of 10 planes, of an average gross weight of 48,000 lbs., for each of the six Air Forces of the peacetime Autonomous Air Forces.

17. It is suggested that an air transport force such as that contemplated in paragraph 16 above would be the minimum force that could meet the peacetime air transport requirements of the military establishment and be capable of rapid expansion to full "M" day strength on short notice.

18. It is believed that, in an emergency, the equipment and personnel required for expansion to full "M" day strength could be withdrawn from the civil airlines of the United States without unduly disrupting their necessary domestic activities.

For the Commanding General:

George Richardson

GEORGE RICHARDSON
Lt. Colonel, Air Corps
Acting Assistant Chief of Staff
Plans

Inclosures
Appendices A, B & C

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APPENDIX "A"

SUGGESTED "M" DAY STRENGTH

of the

AIR TRANSPORTATION COMPONENT

of the Proposed

AUTONOMOUS AIR FORCE

1. The assumptions in the basic memorandum, of which this appendix is a part, indicate the need for an "M" day military air transport organization at least 40 percent as large as ATC and NATS, as presently constituted, less the ATC Ferrying Division and including the aircraft assigned to contract carriers and personnel engaged in contract carrier operations for the Army and the Navy.

2. ATC and NATS transport aircraft on hand as of the beginning of 1944 including the aircraft assigned to contract carriers (but excluding aircraft assigned to training and aircraft incidental to ferrying activities) was as follows:

Air Transport Command

Type	Number	Approximate Aggregate Gross Weight (Pounds)
C-87, B-24, LB-30	98	5,684,000
C-54, C-54A	76	4,940,000
C-75	5	250,000
C-46	164	7,872,000
C-47, C-48, C-49, C-53	284	8,236,000
C-73	3	60,000
C-67	3	90,000
C-36, C-56, C-57, C-60	27	540,000
TOTAL	660	27,672,000

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Naval Air Transport Service

Type	Number	Approximate Aggregate Gross Weight (Pounds)
R5D-1 (C-54)	14	910,000
R4D (DC-3)	74	2,146,000
R5O-3 (Lodestar)	3	60,000
R-30 (Electra)	2	40,000
PB2Y-3	27	1,890,000
PBM-3R	42	2,100,000
R-314	8	720,000
S-44	2	120,000
XPB2M-1R (Mars)	1	140,000
TOTAL	173	8,126,000

3. As of January, 1944, the total number of transport aircraft of all types operated by and for the Air Transport Command and the Naval Air Transport Service (exclusive of training aircraft and aircraft incidental to ferrying operations) was 833, of an approximate total gross weight of 36,000,000 pounds. In terms of gross weight this is equivalent to 750 aircraft of an average gross weight of 48,000 lbs. (See Note).

Forty percent of this number, representing theoretical post war "M" day strength, is roughly equivalent to 300 aircraft of an average gross weight of 48,000 lbs.

NOTE: A military air transport force requires many different types of aircraft to meet varying operating requirements and conditions. It is believed that it would unnecessarily complicate this paper to estimate the post war aircraft requirements of the military air transport force of the United States in terms of each of the various types of aircraft that will be needed. Therefore it will be assumed that the planes assigned to the post war air transport force will have an average gross weight of 48,000 lbs. (For example: A force of ten transports consisting of 2 C-54s, 2 C-87s, 3 C-46s and 3 C-47s would average approximately the figure indicated.)

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4. The number of personnel required to operate the air transport component of an initial post war Air Force at full "M" day strength will depend on many factors, some of which are: the number and location of bases to be operated, the functions to be performed at each base, the extent to which airplanes and ground facilities are utilized. These and other factors which must be taken into future consideration are impossible to determine at this time. Therefore it becomes necessary to proceed on certain arbitrary assumptions based on past experience. The following assumptions are used in this memorandum:

	Number per Plane
Three pilot crews will be allocated to each plane.	6 officer pilots
Approximately 60% of total officer strength will consist of non-pilot officers.	9 non-pilot officers
TOTAL	15 officers
There will be approximately 10 enlisted men for each officer.	150 enlisted men
TOTAL military personnel per plane (excluding arms and services)	165 officers and men

5. For convenience in planning it is suggested that the post war "M" day military air transport force be considered in terms of squadrons of 10 planes each, five squadrons making up a group. Thus an "M" day air transport organization of 300 planes would permit the theoretical assignment of one air transport group (50 planes) to the area in which each of the six tactical Air Forces of the post war Air Force will be deployed. Operational control should remain, as at present, in a single command in order to provide the flexibility and freedom of action that is required in an organization that cuts across theater lines.

6. Overall personnel strength of the "M" day transport component of an autonomous Air Force, based on the assumptions listed in paragraphs 4 and 5, would amount to approximately 30,000 officers and men (excluding arms and services) of which 1,800 would be pilot officers, 2,700 non-pilot officers, 45,500 enlisted men. Each group would have a complement of approximately 300 pilot officers, 450 non-pilot officers and 7,500 enlisted men. Each squadron would have a complement of 60 pilot officers, 90 non-pilot officers and 1,500 enlisted men.

In addition, there would be a requirement for personnel to staff the Headquarters which is estimated at 1,500 officers and men. The functions of the Headquarters will be discussed in Appendix "B" which contains a proposal for peacetime organization of the air transport component of the Initial Post War Air Force.

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APPENDIX "B"

SUGGESTED PEACETIME STRENGTH

of the

AIR TRANSPORTATION COMPONENT

of the Proposed

AUTONOMOUS AIR FORCE

1. It is believed that the minimum air transport component of the peacetime Air Force which will be capable of meeting the requirements stated in paragraph 10 of the basic memorandum, of which this appendix is a part, should be at least 20 percent of its "M" day strength. In Appendix A, it is suggested that the full "M" day transport force should contain the equivalent of 300 transport planes of an average gross weight of 46,000 lbs., with the equivalent of 50 such planes assigned to each of the six tactical Air Forces of the proposed Autonomous Peacetime Air Force as a group of 5 squadrons of 10 planes each. On the basis of 20 percent activation in peacetime, one squadron of 10 planes per tactical Air Force, would be available for service.

2. A squadron of 10 planes per tactical Air Force would appear the absolute minimum necessary for the performance of two of the primary functions proposed for the peacetime military air transport organization, namely: (a) to provide regular air transport services to certain bases; and (b) to operate occasional air transport services over all proposed routes for training and familiarization purposes. (See map, Appendix C). Other facilities would be needed for additional training of military air transport personnel in the latest operating techniques, use of newest types of equipment and familiarization with commercial routes extending beyond the defense areas. It is suggested that arrangements be made with commercial airlines to secure such necessary additional training by the assignment of military personnel to the airlines on detached duty.

3. Activation of the military air transport component of the peacetime Air Force on the basis of 20 percent of theoretical "M" day strength would require a personnel strength of 10,000 officers and men on the basis of the assumptions used in Appendix A. This figure includes 900 officers of which 360 are assumed to be pilot officers. The squadron which would be assigned to each of the six Air Forces would have a complement of 60 pilot officers, 90 non-pilot officers and 1,500 men.

4. The activation during peacetime of only one 10 plane transport squadron in each Air Force, equivalent to a total of 60 aircraft for the entire Autonomous Air Force, would mean that the equivalent of 240 additional transports would be required to bring the peacetime air transport

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force up to "g" day strength. Such transport airplanes as could not be obtained from new production would have to be obtained by negotiated purchase or requisition from the commercial airlines or private owners, and, similarly, the personnel required to operate and maintain the planes would have to be called into military service from civil life.

5. It has been estimated by the National Resources Planning Board that the probable minimum number of aircraft required for United States commercial airline operations on domestic and foreign routes two years after the end of the war will be equivalent of 1,000 aircraft of an average gross weight of 48,000 lbs. (See report entitled "Post-War Problems of the Aircraft Industry," by Melvin A. Brenner, Industrial Section, National Resources Planning Board, August, 1943.) On the basis of the National Resources Planning Board estimate, the number of transport airplanes required to build the peacetime military air transport force to "g" day strength would approximate only 24 percent of the commercial airline fleet as of the date indicated. This ratio compares favorably with the percentage of civil transport withdrawn from the airlines in 1941 and 1942. In those years approximately half of the total number of aircraft owned by American commercial airlines passed, by purchase or lease, into the hands of the United States Government and governments of other United Nations. From the above it appears that the demands to be made on the commercial airlines to bring the military air transport force up to "g" day strength are likely to be less burdensome in the future than was the case in the past. As production of transport planes increases with the pressure of wartime need, the equipment which may have been purchased or requisitioned from the commercial airlines at the outbreak of hostilities should be returned to the airlines to become a reserve available for emergencies that cannot adequately be met from production.

6. In Appendix 4 the "g" day Headquarters personnel is estimated at 1,500 officers and men. On the basis of 20 percent strength for a peacetime organization, a staff of 300 officers and men would be required not only for operational administration of the peacetime squadrons, but also to perform the following functions: (a) prepare, and keep up to date, plans, equipment and facilities necessary for the initiation of a ferrying program when required including supplies and courses of study for the prompt operation of Operational Training Units; (b) determine the best methods of administering priorities and control of traffic in the event of war; (c) study and maintain familiarity with technical developments in aeronautics and air transportation; (d) maintain close liaison with the civil carriers to secure proper training of military crews and to effect rapid transfer of civil aircraft to military use on the outbreak of hostilities; and (e) develop an organization of a size and quality capable of effecting a rapid expansion to "g" day strength.

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APPENDIX "C"

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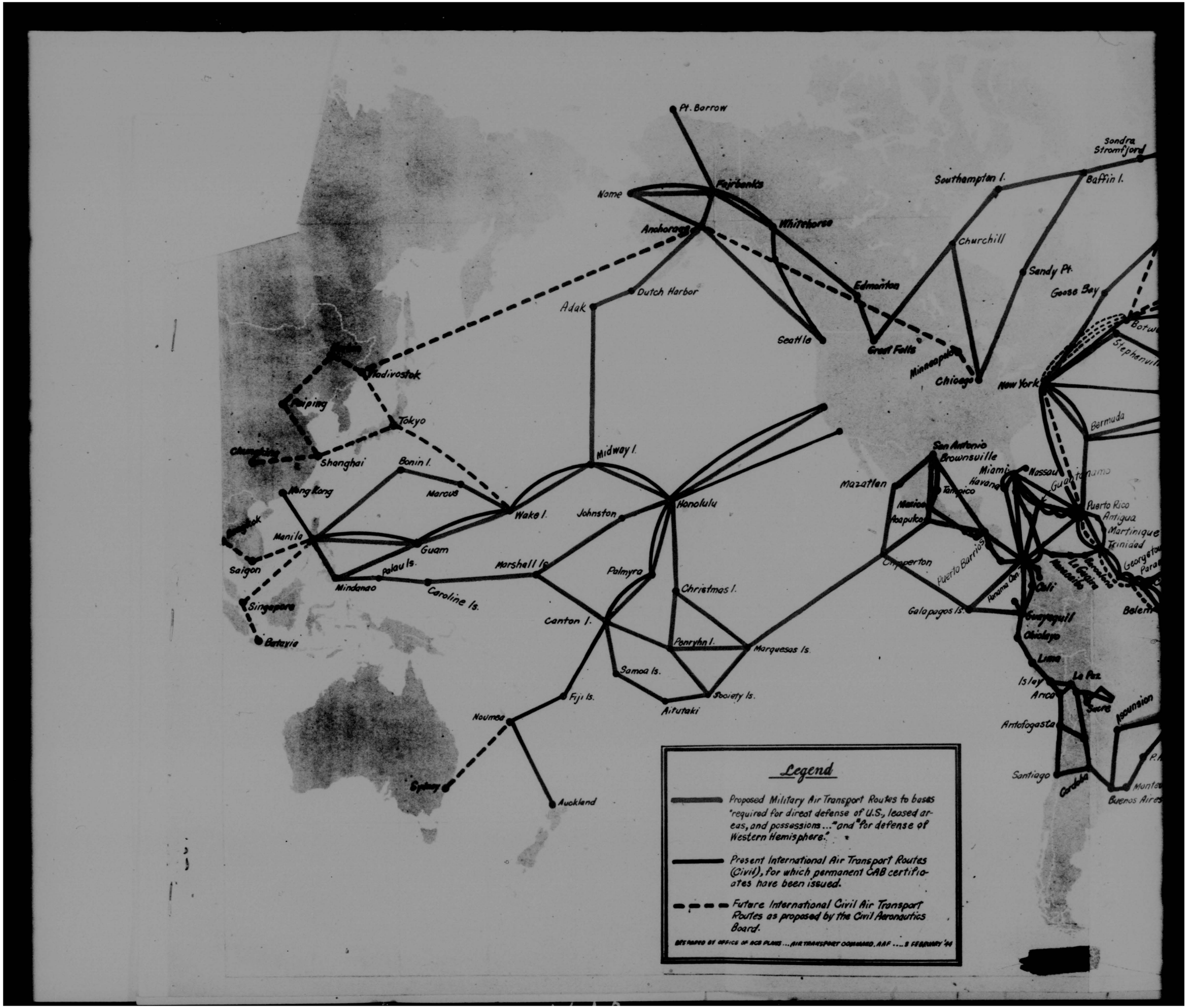

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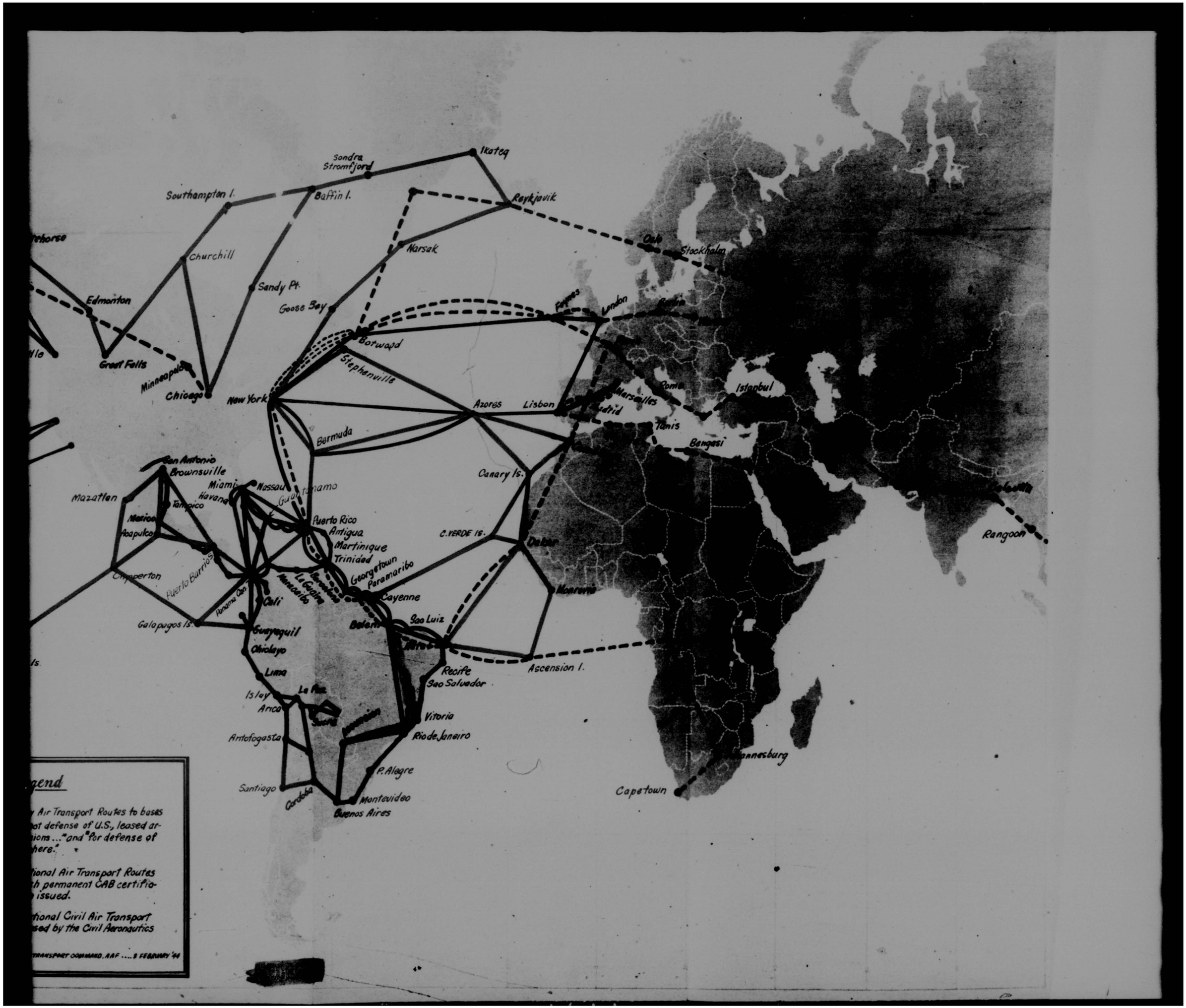

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ROUTING AND RECORD SHEET

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FILE NO.	

SUBJECT: AAF Board Report, "Initial Post-War Air Force"

TO: Asst C/AS, Plans, Post-War Plans Division — DATE 9 Feb 1944

FROM: Asst C/AS, Operations, Commitments & Requirements — COMMENT NO. 1

Maj Fisher/hm/6670

Attached hereto are two (2) copies of subject AAF Board report dated 5 February 1944. One (1) copy of report was delivered personnally to Colonel A. C. Moffat of your office by Major R. A. Fisher, AAF Board Control Office on 8 February 1944. This report is forwarded for your information and such comments as you may wish to make.

George to. Hill Jr. Major A.C.

WILLIAM F. McKEE
Colonel, Air Corps
Deputy Asst. Chief of Air Staff
Operations, Commitments & Requirements

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THE ARMY AIR FORCES BOARD
Orlando, Florida

Copy No. 5.

INITIAL POST-WAR AIR FORCE

Army Air Forces Board Project No. (U) 3.

5 Feb. 1944.

I. OBJECT:

To make a preliminary staff study which will determine the factors which must be considered in preparation of an overall plan for the Initial Post-War Air Forces.

II. INTRODUCTION:

The basic factors bearing on this staff study are:

A. The mission of the Initial Post-War Air Force.

B. The tentative strength and deployment of the Initial Post-War Air Force.

C. The reconnaissance and striking capabilities of all types of aircraft with which this initial Post-War Air Force will be equipped.

D. The possible legislation for conscription of 18 year old males for one year military service.

E. The possibility of a separate Air Force prior to or shortly after the cessation of the present war.

F. The relation of the Post-War Air Force to air units of the Navy and the Marine Corps, especially carrier-based units.

In making this staff study, every effort has been made to arrive at general conclusions and recommendations, the details of which must be worked out as further information is available on the various subjects.

III. CONCLUSIONS:

It is concluded that:

1. The mission of the Initial Post-War Air Force must be clearly defined in order to complete a detailed plan of operation and deployment.

2a. The deployment of all units, and particularly those in the Western Pacific area, should be such that their aircraft, using a 3000 mile radius of reconnaissance, will be able to cover any possible country or area which might be a potential enemy or enemy base.

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2b. The deployment of the domestic Air Force should be such as to give maximum training as the primary objective and reconnaissance for a 3000 mile radius from our shores as a secondary objective.

3. The suitability of gunnery and bombing ranges should be the determining factor in the deployment of the domestic Air Force.

4. Technical and training bases should be deployed so as to give the most efficient training for the fixed Air Force percentage of 18 year old conscriptees. It is believed that the major usefulness of the 18 year old conscriptee will be as a backlog of semi-trained technical personnel. Therefore, his year of service with the Air Force should consist primarily of basic military and technical training.

5. The Air Forces, The Army Service Forces, The Air Force Service Command, The Army Ground Forces and the Navy should all be deployed in the Continental United States, and in foreign areas, according to the same geographical boundaries in order to simplify the control by a single commander of the armed forces in each area.

6. The present Army Air Forces Service Command should be integrated with the other supply agencies of the National Defense System and organized as an independent service of supply for the Air Force.

7. The wing should be the basic unit of organization of the Post-War Air Force. It should normally consist of four tactical groups and necessary maintenance and supply troops.

8. A definite and adequate policy should be established relative to the reserve pilot training program and that the reserve officer pilots and crew members should be given the recognition necessary to keep our Reserve Arm up to required strength and proficiency.

9. A definite policy should be established relative to rated officers filling non-technical and administrative positions in the Initial Post-War Air Force rather than retaining non-rated personnel in that capacity.

10. A definite policy should be adopted as to minimum combat training during peace time and that this policy recognize the need for a highly mobile and quick-striking Air Force.

11. A definite policy should be established relative to pay, relative rank within the Air Force, flying pay, and retirement, both as to reserve officers and the regular Air Force establishment.

12. The initial Post-War Air Force should be organized as a separate arm which will have a place in the National Defense System alongside and equal to the Army and the Navy, and that the internal

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organization should be such as to assure maximum employment of personnel consistent with a flexibility that would lend itself to immediate adaptation to combat conditions.

13. A definite policy should be established that will insure adequate maintenance of research and development and proof-testing facilities. This is important if the Air Force is to maintain the technical lead in aircraft and equipment gained during this war.

14. A need will exist to supplement the basic education of many officers to be retained in the regular services.

15. That there will be a need for an Air Force academy.

IV. RECOMMENDATIONS:

It is recommended that:

1. Further study be carried on to determine the details necessary to activate and implement the Initial Post-War Air Force as discussed in this staff study. The Army Air Forces Board does not regard this as a complete study in any respect. It is therefore recommended that the Board be advised of any changes in planning factors which may bear on this problem.

2. Assuming a 3000 mile radius of reconnaissance; further detailed plans be drawn as to deployment of our foreign Air Force so that it will effectively cover any country or area that might be a possible enemy or enemy base, and that the plan also consider aircraft ferry routes connecting these bases. The control by air power of the land, sea and air communications to these bases is an essential consideration.

3. A detailed plan be drawn for an effective program to insure adequate experimental, advisory, and training personnel in all phases of bombing and gunnery and navigation.

4a. In the establishment of technical schools and training bases the major consideration be given to the efficient training of 18 year old conscriptees, and every effort be made to integrate at least a part of the training of these conscriptees into the national educational system.

4b. 18 year old conscriptees be assigned to training squadrons, within the continental limits of the United States, and be assigned to the active Air Force units only when and if they continue their training by voluntary enlistment.

5. Every effort be made to secure the deployment of the Air Forces, The Air Forces Service Command, The Army Ground Forces, The Army Service of Supply, and the Navy, by the same geographical boundaries in order to facilitate their command by a Zone Commander.

6. The present Army Air Forces Service Command be studied with a view to reorganizing it on a basis comparable to the present Army Service Forces, so that it may function as a Service of Supply for a separate Air Force.

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7. The preliminary organization of the Initial Post-War Air Force be on the basis of 105 combat groups, organized in general into wings of four groups each, and if retrenchment becomes necessary, that the number of units and bases be retained and operated with reduced personnel and aircraft.

8. The present policy relative to training of reserve pilots be abandoned and an adequate policy be adopted to give the recognition necessary to assure an interested and well-trained Reserve Arm kept at the required combat efficiency.

9. A detailed plan be established relative to rated officers filling positions now held by administrative personnel.

10. Plans for the deployment of the Post-War Air Force should lay special emphasis on the rapid movement of combat units from one area to another.

11. A committee be appointed to study and make recommendations relative to pay, relative rank within the Air Force, flying pay, and retirement, both as to reserve officers and members of the Regular Air Force.

12. The Initial Post-War Air Force be organized as a separate Arm and have a place in the National Defense System equal to and parallel with the Army, the Navy, and War Procurement Branch.

13. It is recommended that a policy be established that will insure adequate maintenance of research and development and proof-testing facilities. This is important if the Air Forces' aircraft and equipment are to maintain the technical lead gained during this war.

14. It is recommended that a plan be made to supplement the basic education of those officers to be retained in the service who are now deficient in that respect but otherwise qualified for a commission by demonstrated ability and leadership in combat.

15. It is recommended that detailed plans be drawn up for the establishment of an academy upon the termination of the present war. This Air Force academy shall be the principal source of Regular officers for the Air Force.

V. DISCUSSION:

1. While the general mission of the Air Force admits of no doubt, specific missions of the Air Force will vary with changing world conditions. It is important, therefore, that a study be made to determine the specific initial mission of the Post-War Air Force and to anticipate changes in the mission.

2. It is believed that a radius of reconnaissance of 3000 miles may be safely assumed for very heavy bombardment aircraft. An efficient bombing radius of action for the same aircraft is believed to be 2000 miles, therefore it would appear that the deployment of our entire foreign

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Air Force should be such that the 3000 mile radius of reconnaissance would create an overlapping blanket over any possible enemy country or base. The specific location of these bases will, of necessity, be determined by the bases available to us after the cessation of the present war. In selecting these bases, further consideration should also be given to the operation of our Initial Post-War Air Force as Wing units and not as dispersed Groups. The bases should be mutually self-supporting and should form an integral part of the network of ferry routes which must be established and maintained throughout the world and controlled by air power.

3. The status of our Air Force bombing and gunnery training at the out-break of the present war, without any doubt, cost the Air Force many valuable months in bringing the standard of training of bombardiers and gunners up to that of the acceptable combat standard. Every effort should be made in the Initial Post-War Air Force to see that adequate bombing and gunnery ranges are provided and maintained, and that our training methods and experimental laboratories are kept up to standard so that in the event of hostilities our Air Force will dictate the standards of bombing and gunnery rather than accept those forced upon it by the enemy. Too much emphasis cannot be placed on the importance of alert, aggressive and well trained bombing and gunnery officers. While our navigation training was adequate, it was nothing more than standard, and very little effort had been expended prior to the present war to improve and simplify the navigation procedures. With the advent of very long range reconnaissance aircraft, all forms of navigation, and especially radar and radio navigation, should remain in a constant state of development so that our Initial Post-War Air Force will have at its command the latest and best navigational methods.

4. The assignment of 18 year old conscriptees to Continental training bases and schools is believed to be the most efficient use of this personnel. If these conscriptees were put into the allotment of 105 combat groups, it is felt that their presence, while benefiting the individual, would be detrimental from an organizational standpoint. If these men are given sound basic training in technical subjects, with basic training in Air Force procedure, it is felt that they will be a valuable back-log of trained personnel who could be immediately called into active service and utilized without further training in event of an emergency. It is recognized that a part of this technical training might easily be given in high school courses or in under-graduate courses in college.

5. In the deployment of Air Force units in the Continental United States, and possibly in foreign areas, a great deal of thought should be given to the assignment of all branches of our Armed Forces to like geographical areas. In other words, if clear cut geographical boundaries are drawn, and the Air Forces, Air Force Service Command, the Army, Army Service Forces, and the Navy are divided according to the same geographical areas, it would facilitate their administration, supply, and control by one supreme commander of armed forces in that area. At the present time the Continental United States is divided into Air Forces Areas, Naval Districts, Air Service Command Areas, Army Service Forces Areas, and Army

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Corps Areas, and in very few cases do any of these boundaries coincide. The control of any one geographical area by an Armed Forces Commander, under our present system would be very difficult, if not impossible.

6. With the advent of a separate Air Force there must be a service organization within the Air Force comparable to the Army Service Forces. It is believed that the Air Forces Service Command, with minor reorganization, could take over the complete supply for the Air Forces. It is believed that the present recommendation embodying a Procurement Branch for the National Defense System is sound, and that the Air Forces Service of Supply will readily fit into this organization.

7. In the event that retrenchment becomes necessary, either before or after the activation of this plan, that the original basis of 105 combat groups be adhered to and that these groups and wings be organized with reduced personnel and aircraft. It is felt that it is more advantageous to have a nucleus of 105 groups which are well trained than to have a smaller number which are fully manned. There is no question that it will be easier to expand existing groups and bases than to organize new ones. While the increased number of bases will increase the percentage of overhead personnel, the definite advantage of a closely integrated ferry route and system of secondary bases must not be overlooked.

8. It is felt that the policies or application of policies relative to Reserve Officer training in existence at the beginning of this war was not correct. The net results of our entire reserve program was an indifferent, inadequately trained, and poorly integrated system which has been referred to as a "Sunday Flying Club". Every effort must be made to see that the Air Force has an adequate and well trained Reserve, who can step into combat organizations and assume command responsibilities. This Reserve should include a percentage, based on present organization, of administrative and non-technical personnel whose standard of training should be maintained on a par with that of rated personnel. It is felt that Reserve training should be integrated into the combat units, and that their training from command standpoint be emphasized, so that officers who are called to active duty, either for training or in the event of National Emergency, will be able to do more than fly an airplane in a haphazard manner. It is felt that proper recognition should be given to the value of a well-trained Reserve Arm and the Reserve Officer should be given every consideration in our peace time Air Force in matters of pay and retirement and chances to qualify for permanent duty in the Air Force.

9. The administrative officers now on duty in the Air Forces are, without doubt, a valuable adjunct to the Air Forces and have relieved rated officers of additional administrative duties. In the Initial Post-War Air Force, however, it is believed that it would be more advantageous to retain rated personnel to fill the jobs now held by administrative officers.

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This would result in giving continuous active training to a greater number of rated personnel and at the same time would enable us to give training in administration and command functions to more of our young officers now in the class of squadron commanders, etc., who have had practically no preliminary administration and command. This same group of men, however, if given an opportunity to observe and carry out administrative procedure will acquire a valuable background, which will make them more useful officers. The past policy of giving Regular commissions only to rated flying officers has certainly proven most sound.

10. In the Initial Post-War Air Force too much stress cannot be laid on the maintenance of a high level of efficiency in combat training. Plans must be carefully drawn to insure that every Air Force unit will be constantly ready for combat and able to move on short notice to any base in use by the Air Forces. In fact, it is believed advisable to order groups or wings to foreign service, or from one foreign base to another, for periods of extended duty. These units should move by air in their integral aircraft so as to maintain a constant high degree of mobility and combat readiness. This system would further serve to increase the efficiency of outlying bases by giving them experience in receiving and caring for numbers of combat aircraft who would arrive under simulated emergency conditions. Movement of these units to all parts of the world would further serve to maintain workable and efficient ferry routes.

11. It is inevitable that an adjustment will have to be made in the Initial Post-War Air Force relative to rank and pay. It would seem advisable that the subject of pay, rank, flying pay and retirement, both as to reserve officers and members of the Regular Air Force be made a subject of study by a committee. It is believed very wise to establish a policy now for rank pay and retirement scale while Congressional and Regular Army organizations would be less likely to object.

12. There is no question of the necessity for, and logic in, the organization of the Air Force as a separate Arm. The Air Force must be organized as a separate Arm, which will have a place in the National Defense System equal to that held by the Navy and the Army. While the organization of the Air Force must be a subject for considerable study, it is believed that the proposed organizational plan which has been submitted previously is a good basis on which to work. The internal organization of the Air Force must be such that the Air Force will not become unwieldy, immobile, or stagnant. While it is recognized that peace time operation will, of necessity, inject factors which will tend to decrease the combat effectiveness, the Air Forces must be maintained at all times as a striking weapon able to render offensive or defensive action against air, land or sea targets. It is increasingly apparent that the Air Force is the first line of defense and offense and must bear the immediate brunt of any enemy action. It must, therefore, be maintained at combat strength and must always have a high degree of combat efficiency.

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13. The importance of maintaining our technical lead in aircraft and equipment is evident. Therefore it is considered desirable to retain those facilities necessary to carry on ex erimental and developmental activities regarding aircraft and equipment.

14. The Post-War Air Force will require a great increase in the number of officers in the Regular establishment. The source of a large percentage of this increase will be from Reserve Officers who entered the service in the past three years. Many officers who have proven their ability and leadership in combat lack the basic educational background necessary to a well-rounded officer. These educational needs can be supplied by special courses at recognized colleges or at a school conducted under Air Force supervision. Provisions should be made now to start this educational program immediately upon the cessation of hostilities. A satisfactory basic education should be one of the requirements, either for the original commission in the Regular Service or for the first permanent promotion thereafter.

15. The requirements for Regular officer personnel of the Air Force will be such that an Air Force academy will be required. This academy should be the principal source of Regular officers for the Air Forces. Its curriculum might well consist of the three year combined professional and academic course, including flying, with entrance requirements of a minimum of two years of college course or the equivalent thereof.

PREPARED BY:
Col. J. A. Hilger - Chief, Organization Division, AAF Board

CONCURRED IN BY:
Col. Cecil E. Combs - Executive, AAF Board
Col. Carl F. Damberg - Chief, Aircraft Division, AAF Board
Col. Bruce Holloway - Head, Fighter Branch, Aircraft Division, AAF Board
Col. John A. Hilger - Chief, Organization Division, AAF Board
Col. Wm. Momyer - Head, Fighter Branch, Tactics Division, AAF Board
Lt. Col. Charles H. Stark - Aircraft Division, AAF Board.

APPROVED:

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HQ., FIRST AIR FORCE
By Auth.: C. G.
Date : 4 FEB 1944
Initials : RGO

IN REPLY
REFER TO:
322

HEADQUARTERS
FIRST AIR FORCE
OFFICE OF THE COMMANDING GENERAL
MITCHEL FIELD, N. Y.

4 FEB 1944

SUBJECT: Post War Air Force (Initial).

TO : Commanding General, Army Air Forces, Washington 25, D. C.

Attention: Assistant Chief of Air Staff, Plans.

1. The plan, based upon the assumptions set forth in your letter, above subject, dated 11 December 1943, particularly paragraph 2 b thereof, is in general, concurred in by this headquarters.

2. Inclosure A - Charts, and Inclosure B - Troop Bases, based on current experience are deemed adequate for the stated mission.

3. The composition and disposition of the Air Force totaling 105 Groups, recognizes the capabilities of Very Heavy Bombardment aircraft, the necessity for adequate air defense, and the need for supporting troops sufficient to make the combat force effective. It is noted that the amount of heavy, medium and light bombardment groups is only sufficient to maintain development of those types.

4. As a result of the present war it is to be expected that Japan and Germany will not constitute a threat for some time to come. Initially, at least, there will be only three nations whose resources are sufficient to permit the maintenance of such an Air Force. Without prior knowledge of the national policy in regard to an International Police Force the planned distribution of the Post War Air Force appears excessive in the Pacific. The deploying of 25 Very Heavy Bombardment and 25 Fighter Groups to that theatre commits over 50 per cent of the total striking force. It is felt that a more balanced deployment may be obtained by reducing the Pacific-Asiatic Theatre by 15 very heavy bomber groups and 10 fighter groups, adding these to the United States-Alaska-Caribbean Theatre. Such distribution will permit a larger striking and defensive force for Alaska or the Caribbean and provide greater flexibility throughout the entire Air Force structure.

5. Regardless of the size force which ultimately may be approved or the specific tasks contemplated for the Post War Air Force, the following factors are strongly recommended:

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AUTH: C. G. [redacted]
INITIALS: J.S.L.
DATE: 10 JAN 1944

1st Ind.

HEADQUARTERS SECOND AIR FORCE, Colorado Springs, Colorado, 16 January 1944.

To: Commanding General, Army Air Forces, Washington, D. C.

1. Comments and recommendations to the basic communication are contained in paragraphs two and three below.

2. COMMENTS

Reference related sub-paragraphs of paragraph 2, basic communication, the following:

a. Concur in an autonomous Air Force as one of four major divisions of a Department of Defense (in place of Department of War):

(1) Air Force

(2) Army

(3) Navy

(4) Joint Priority Division (in place of Joint Production, Procurement and Resources Division)

(a) Raw Materials

(b) Manufacturing Facilities

(c) Labor

b. The Air Force should be maintained at authorized strength, equipped, trained, and be ready at all times to participate in hostilities.

c. (1) It is paramount that the United States realize that all alliances are pieces of paper to an aggressor and that the United States must guard its citadel against the world-powerful nations.

(2) The requirement for safety of the citadel and economic welfare is:

(a) Protection and control of the Western Hemisphere.

(b) Replenishment of depleted war potential by control and/or acquisition of new resources of raw material.

(c) Protection of our international trade and markets.

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(3) To meet their part of the requirement in (2) above, the Air Force will require bases to:

(a) Protect the east coast of the Western Hemisphere and trade routes to Europe, the Middle East and Africa. This must include bases in Iceland, Greenland, the Canaries, the Azores, Bermuda, Ascension Island and South America.

(b) Protect the west coast of the Western Hemisphere and trade routes to the Far East. This must include bases in the Marshalls, East Indies and South America, and the continued possession of the Philippines, Wake and Guam.

(4) Six Air Forces appear to be adequate, but the number and size of these Air Forces will depend upon the size of those of our joint allies.

d. The tactical setup would depend upon the number of Air Forces. Question arises as to whether two heavy bomb groups and three reconnaissance groups are adequate.

e, f, g. Aggregate seems too small.

h. Concur as stated.

i. To be reworded as follows: "That there will exist a 'Naval Air Arm' consisting of Air Force trained personnel assigned to the Navy for special training and operations with ship-borne aircraft."

j. To be reworded as follows: "That it will be a requirement for the Air Force similarly to supply to the Army, trained personnel for artillery, spotting, liaison, etc., not permanently assigned."

k. To be reworded as follows: "That the Air Force will be responsible for all phases of research, development, design, production, distribution, maintenance, etc., of military aircraft and ALL materiel peculiar to aviation." (Last part of paragraph 2k deleted.)

3. RECOMMENDATIONS

The following are recommended changes to the five charts, Inclosure "A", to the basic communication:

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Post War Air Force (Initial) Cont'd.

a. The present advantage of the United States in long-range Very Heavy Bombardment aircraft must be maintained.

b. The size of the force must be no greater than our capabilities to maintain it as an "M-Day" force. It must be fully trained and completely equipped with the most modern aircraft and associated items at all times. A skeletonized Air Force creates a delusion of air power which it does not afford.

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Hq 2AF, Colorado Springs, Colo, 16 Jan 44. To: CG, AAF, Wash D C

Chart #1

a. Air Adjutant General to be added to all commands where M/T or T/O calls for a Commanding General.

b. Under block headed "Supreme War Council" add section - "National Propaganda".

c. Under "General Staff" eliminate "Director of Logistics" and "Director of Materiel" sections.

d. Under "General Staff" recommend "Director of Supply and Maintenance".

e. Under "Commander in Chief - US Air Force" add a "Deputy for Intelligence."

f. In block headed by "Chief of Air Staff" eliminate "Public Relations" as this would be included under "Director of Intelligence" (see "e" above).

Chart #2

a. Remove "Chief of Intelligence" and all subsections from this chart and set up chart "Deputy for Intelligence".

Chart #3

a. Change "Chief of Defense and Security" to "Air Provost Marshal" which will eliminate block 2E7.

b. Remove block 2E8 "Anti Aircraft Officer" and place under "Deputy for Operations".

Chart #4

a. Should be another subsection under "Deputy for Supply and Maintenance" namely, "Chief of Transportation", who in turn will have three subsections; i.e., "Traffic", "Operations" and "Maintenance".

b. Eliminate under "Chief of Supply" block 3F6 - "Traffic".

c. Eliminate under "Chief of Maintenance" block 3E6 - "Automotive".

Chart #5

a. Add "Chief of Staff" in "Typical Air Force".

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Hq AAF, Colorado Springs, Colo, 16 Jan 44. To: CG, AAF, Wash, D. C.

b. Add "Deputy for Intelligence" in "Typical Air Force".

c. Add "Air Adjutant General" in "Typical Air Force".

d. Add "Director of Intelligence" as separate section under "Typical Base Commander".

e. In accomplishing "d" above, this will remove "Intelligence" block under "Director of Operations and Training".

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5 Feb 1944

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HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
180 NEW MONTGOMERY STREET
SAN FRANCISCO, 6, CALIFORNIA

322/16 AAF/wl

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DECL
5 FEB
DOD DIR 5200.9, 27 Sep 58
By Dir, BSI ltr ltd

SUBJECT: Post War Air Force.

TO: Commanding General, Army Air Forces, Washington, D. C.

1. This headquarters concurs in general with the overall plan for a Post War Air Force as outlined in Chart #1, of inclosure A, to letter headquarters AAF, subject: "Post War Air Force," dated 11 December 1943. Chart #5 illustrates typical Air Force, Wing, and Base Command. A typical base organization is being set up at several stations of the Fourth Air Force for the purpose of determining its adequacy. All indications now point toward a more efficient organization under this plan of operation.

2. A study of Inclosure "B" - "Troop Basis" indicates that units are to be organized on existing Tables of Organization. While this may be suitable for tactical units, it is not believed the Table of Organization for service units will be adequate, and it is suggested that Tables of Organization be revised with the knowledge gained during present conflict. For example, it is contemplated utilizing a Base Headquarters and Air Base Squadron at reduced strength to man 55 Continental Air Force Stations. It is not possible for 10 officers and 135 men to handle the administration and service of a tactical base. Another example is pointed out in that two Quartermaster Boat Companies are set up for rescue operations in the Pacific Asiatic area. If the operations are to be as extensive as it is apparently anticipated, since the troop basis chart indicates the operation of 100 Fighter Squadrons, 100 Bomber Squadrons, 24 Troop Carrier Squadrons, it would appear that the Emergency Rescue operations will be quite inadequate.

3. Due to the absence of adequate factual data, procedures, and functions regarding the organization of the Post War Air Force, this headquarters is not in a position to add more comments and suggestions at the present time.

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4	144.341-3	Nov/44			Support of AF in N. Pacific.	U	
46	144.341-4	Dec/44			Support of AF.	U	
107	145.02	N.D			Operational Plan Div.	U	
112	145.02A	Jul/45			Post-War Supply.	U	
132	145.04-1	1944			Leyte Operations.	U	
148	145.04-11	1944			Heavy Bombers.	U	
253	145.041A	Feb/44			Intial Post War AF	U	
393	↓	Feb/44			↓	FOUO	
397		Feb/44			Intial Post War AF.	U	
543	145.041A	Nov/44-Mar/45			Post War-Germany.	U	
607	145.041-0	1937-1946			Index to Files.	U	
636	145.041-1	May/44			AFAEP.	U	
671	145.041-2	Jan/44			↓	U	
676	145.041-3	Jun/44				U	
692	145.041-4	May/44				U	
700	145.041-5	Apr/44				U	
712	145.041-6	Apr/44			AFAEP.	U	
729	145.041-6	1945-1946			Logislative Service.	U	

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779	145.041-A-7	Mar/44			AFAEP.	U	
786	145.041-A-8	Feb/44				U	
823	145.041-A-9	Jan-Apr/44				U	
838	145.041-A-10	Feb-Apr/44				U	
863	145.041-A-11	Oct/44				U	
881	145.041-A-12	Aug/44				U	
906	145.041-A-12	Sep/43-Apr/45				U	
1043	145.041-A-13	Apr/44				U	
1064	145.041-A-14	Apr/44				U	
1122	145.041-A-15	Apr/44				U	
1144	145.041-A-16	Apr/44				U	
1161	145.041-A-17	Apr/44				U	
1191	145.041-A-18	Apr/44				U	
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1279	145.041-A-19	Dec/43			AFAEP.	U	
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